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TOKAT GAZİOSMANPAŞA UNIVERSITY

GRADUATE EDUCATION INSTITUTE

DEPARTMENT OF BUSINNESS ADMINISTRATION

EXPLORE BEHAVIOR TOWARD TALENT MANAGEMENT IN CAMEROON'S PUBLICS AND PRIVATES' INSTITUTIONS

MASTER'S THESIS

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ETHICAL CONTRACT

According to the thesis writing guide of Tokat Gaziosmanpaşa University Graduate Education Institute, My Master's thesis named “Explore behavior towards Talent Management in Cameroon’s public and Private institutions” that I have prepared under the consultancy of Prof. Dr. Yucel Erol is based on scientific ethical values and rules. I hereby declare that it is my original work, and it is appropriate in terms of moral, legal, and scientific principles.

07 / 01 / 2025

Jeannine Laurette ABENG MOUKO

JURI KABUL VE ONAY

Jeannine Laurette ABENG MOUKO tarafından hazırlanan "Explore Behavior Toward Talent Management in Cameroon Public and Private Institutions" adlı tez çalışmasının savunma sınavı **10/12/2024** tarihinde yapılmış olup aşağıda verilen Jüri tarafından Oy Birliği / Oy Çokluğu ile Tokat Gaziosmanpaşa Üniversitesi Lisansüstü Eğitim Enstitüsü ***IŞLETME YÖNETİMİ VE ORGANİZASYON PROGRAMI***'nda Yüksek Lisans olarak kabul edilmiştir.

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Lisansustu Egitim Enstitusu Muduru

DEDICATION

With deep gratitude, I offer this thesis to my cherished parents and siblings, my spiritual family, my uncle Ayangma Protais, and my instructors, your enduring love, sacrifices, encouragement, and unwavering faith in my abilities have fueled my determination. I present this work as a tribute to you all. Thank you for being my anchors in a sea of change.

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ABSTRACT

EXPLORE BEHAVIOR TOWARD TALENT MANAGEMENT IN CAMEROON'S PUBLICS AND PRIVATES' INSTITUTIONS

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Cameroon's public and privates' institutions are facing difficulties including skill shortages, varying demographics, internationalization and adjustment in technology, which are influencing the way talent is attracted, measured, developed and. researches about Talent Management (TM) generally concentrate on the topic from a leadership point of view or from those who are previously being vigorously talent-managed. This study helps on reducing the gap in the literature, as it explores TM in all angels of Cameroon's institutions and intended to build TM scales.

Top leadership appear to strongly estimate TM; however, the estimation of TM may dilute down through the institutions. This provoke further questions, in particular whether individuals deal with any barriers to TM and who they think is eventually accountable for their development.

utilizing a quantitative analysis on Cameroon's public and private institutions, three scales were built; Perception of TM, Barriers to TM and TM Responsibility. Conclusions point out that there are divergences in the perception of TM at several levels of the institutions. remarkably, lesser levels of the institutions have a stronger perception of TM, which is in contradiction with the literature. Divergences in perception were also identified according to the number of straight statements, but no divergences were identified amongst People Supervisors/Non-People Supervisor, amongst Sections or by Age. Moreover, various grades of the institutions view TM responsibility diversely, although there were no divergences detected in regards to barriers to TM inside the institutions.

Any TM strategy would require to be conduct from the top of the institution to guarantee coherence and adjustment at all grades. Institutions need to be flexible and anticipate with the view to stay competing in the TM sphere.

Keywords: Perception of TM, Barriers to TM, TM Responsibility, TM, War for Talent

ÖZET

KAMERUN'UN KAMU VE ÖZEL KURUMLARINDA YETENEK YÖNETİMİNE YÖNELİK DAVRANIŞI ARAŞTIRIN

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Ocak 2025; xi +74 sayfa

Kamerun'un kamu ve özel kurumları beceri eksiklikleri, değişen demografik özellikler, ve teknolojideki uyum gibi zorluklarla karşı karşıya olup, bunlar yeteneğin cezbedilme, ölçülme, geliştirilme ve değerlendirilme şeklini etkilemektedir. Yetenek Yönetimi(YY) ile ilgili araştırmalar genellikle konuya liderlik bakış açısıyla veya daha önce güçlü bir şekilde YY uygulanan kişiler üzerinden odaklanmaktadır. Bu çalışma, Kamerun kurumlarının tüm açılardan YY araştırdığı ve YY ölçekleri oluşturmayı amaçladığı için literatürdeki boşluğun azaltılmasına yardımcı olmaktadır.

Üst düzey liderlik, YY güçlü bir şekilde tahmin ediyor gibi görünüyor; ancak YY ilişkin tahminler kurumlar arasında azalabilir. Bu durum, özellikle bireylerin YY'nin önündeki herhangi bir engelle karşılaşıp karşılaşmadıkları ve sonuçta gelişimlerinden kimin sorumlu olduğunu düşündükleri gibi başka soruları da beraberinde getiriyor.
Kamerun'un kamu ve özel kurumlarına ilişkin niceliksel bir analiz kullanılarak üç ölçek oluşturuldu; YY algısı uluslararasılaşma, YY önündeki engeller ve YY Sorumluluğu.

Sonuçlar, kurumların çeşitli düzeylerinde YY algısında farklılıklar olduğuna işaret etmektedir. dikkat çekicidir ki kurumların daha alt kademelerinde YY algısı daha güçlüdür ki bu da literatürle çelişmektedir. Düz ifadelerin sayısına göre de algı farklılıkları tespit edildi, ancak insan kaynakları denetçileri/ ik denetçisi olmayanlar arasında, departmanlar arasında veya Yaşa göre herhangi bir farklılık tespit edilmedi. Ayrıca kurumların çeşitli kademeleri YY sorumluluğunu farklı şekillerde değerlendiriyor, ancak kurumlar içinde YY'nin önündeki engellere ilişkin herhangi bir farklılık tespit edilmedi.

Herhangi bir YY stratejisinin, tüm kademelerde tutarlılığı ve uyumu garanti etmek için kurumun en üst kademesi tarafından yürütülmesi gerekir. Kurumların esnek olması ve YY alanında rekabeti sürdürme bakış açısıyla öngörüde bulunması gerekir.

Anahtar Kelimeler: Yetenek Yönetimi Algısı, Yetenek Yönetiminin Önündeki Engeller, Yetenek Yönetimi Sorumluluğu, YY,

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LIST OF ABBREVIATION

CEO: Chief Executive Officer

CIO: Chief Information Officer

CIPD: Chartered Institute of Personnel and Development

CSO: Central Statistics Office

G&A: General and Administrative

HR: Human Resources

HRM: Human Resource Management

MNC: Multinational Corporation

OD: Organization Development

PWC: Price water house Cooper

TM: Talent Management

1. INTRODUCTION

In Cameroon, the majority of institutions do not endure due to human resource management challenges. To comprehend advancements in Human Resources Management, one must examine the growth of management theory. Historical advancements in the management domain have signaled fundamental transformations in workforce dynamics. Individuals were evaluated only as a financial burden, neglecting the human element in professional environments. The formal transactions, including payments and disciplinary matters, were seen as 'people management' through the lens of scientific management. This stemmed from a significant upheaval known as the Industrial Revolution, which altered individuals' work patterns (Tetik, 2016). Over time, the role and contributions of individuals have become more crucial in workplaces, leading to the diversification of HRM methods aimed at recognizing and retaining talented personnel (Azmi, 2008).

Early management theories treated employees simply as costs, ignoring their human needs and potential. "People management" under scientific management was limited to formal transactions like paying wages and enforcing discipline. This approach overlooked the importance of the human element in the workplace.

Numerous methodologies exist in the literature to delineate TM. Three viewpoints on TM are presented by Lewis and Heckman (2006). The initial viewpoint of Lewis and Hackman encompasses HRM processes including recruitment, selection, development, and succession planning. The emphasis of the second method to TM is on talent pools. This strategy assesses workers' requirements and manages their developmental processes via their roles. The emphasis of the third viewpoint is on the talent inside organizational confines or designated roles. This viewpoint encompasses two primary approaches to the idea of talent. Talents are characterized as strong achievers and high potentials, seen as unexerted resources in the first approach. Therefore, it is strongly advised to oversee the performance of such talents in their respective roles (Lewis & Heckman, 2006). The second method evaluates skills as a source of competitive advantage for the organization, integrating them into the strategic planning process (Hughes & Rog, 2008).

Cameroon is a developing nation heavily reliant on tax receipts, with the customs agency accounting for over one-quarter of the national budget. The nation is committed to a

reform aimed at achieving economic emergence by 2035. This necessitates unwavering productivity for the customs administration. The vitality of a country's economy is clearly contingent upon its production, which is influenced by the health of the individuals responsible for that output (Gerei, 2010). Consequently, without a well-qualified and motivated workforce, no organization can achieve its objectives or effectively contribute to national development (Mischa et al, 2008).

In light of the swiftly evolving economic landscape, marked by globalization, the managers of the customs institution are endeavoring to implement strategies to address the issues of skill shortages and low retention. Consequently, the alteration of strategies has become customary for many organizations, including the customs department (Becker, 1996 P.779). In Cameroon, initiatives are undertaken throughout all sectors, particularly within the customs agency, to enhance its performance in this respect. Directors and staff are diligently working around the clock to provide a suitable solution to the issue. Authors and consultants provide a plethora of novel responses and potential solutions to the problem. Furthermore, policymakers formulate rules and regulations to direct organizations appropriately, providing managers with a comprehensive understanding of their organization's total health and productivity, which is often associated with HR practices. Despite being equipped with computers and a plethora of tools and procedures, the outcome does not always align with expectations, as a disparity persists between the anticipated scenario and the current one. This indicates that the primary aim of any organization, particularly customs, is to achieve its vision and goal. Consequently, there is a need for increased individual and group effort to integrate and excel in order to achieve objectives. This thesis seeks to achieve this purpose by addressing the gap in the literature via an examination of how TM is perceived at all institutional levels using a developed TM scale.

1.2. Study Objectives

The study will inquire the bellow study questions:

- How TM is viewed at various levels (Entry Level/Specialists, Middle Management and Senior Management) of a Cameroonian institution
- How TM is appreciated at different ages categories

- Discuss whether there is a dilution of the value of TM from senior management down through Cameroonian organisations
- Address whether barriers are faced at any stage of Cameroon's institutions
- Examine who workers think is responsible for TM

1.3. Justification for Study

There seems to be a gap in the research about the perspective of workers on TM (CIPD, 2010). Research on TM might enhance its value when integrated into a comprehensive TM strategy, particularly in light of the challenges employers now encounter in the labor market, including talent shortages, evolving technology, and shifting demographics (Brightwater, 2014). In addition to this disparity, there exists a significant demand for specific competencies in various sectors of Cameroon (Deloitte Consulting LLP, 2014), resulting in an increased issuance of diplomas, work permits, and training certificates for these skill sets. Comprehending TM in Cameroonian enterprises would undoubtedly enhance recruiting, evaluation, development, and personnel administration (Tansley et al., 2007).

No research was identified in the literature that elucidate the overall understanding of TM. This will result in the formulation of a survey designed to establish pertinent scales about TM.

1.4. Outline of the Research

- This study is developed into six parts: bring out a quick background to the study
- examine TM and determine gaps within the literature
- indicate the methodology used within this analysis
- shows the outputs of this assessment
- presents a critical assessment of the findings, with practical consequences.
- presents a conclusion to the investigation, along with suggestions.

2. CHAPTER I: LITERATURE REVIEW

In this chapter we will discuss about six key points of our study which are: the definition of talent and TM, the obstacles in TM, the importance of TM, the War of Talent and Elements Conditioning Effective TM mainly HR+OD**)**

2.1. Meaning of Talent and Talent Management

Meaning of Talent:

Talent has been interpreted in a variety of ways by a large number of academics, each of whom has brought their own unique point of view to the table. According to CIPD (2007), the definition that was chosen corresponds to the strategy that the organisation employs, the features of the company, the competitive climate, and also other aspects. Tansley (2011) makes the observation in his paper that there is no one understanding of the term "talent" that is applicable to all languages. Because of the vocabulary that is used inside the organisation, the definition of talent is dependent on that terminology. A significant number of companies do not have an understanding of TM (The Economist, 2006). As an example, Morton, L. (2004) proposes that talents are persons who are able to bring about major change inside an institution. Morton's argument that talent is a collection of employee knowledge, abilities, and ideas that are capable of producing extraordinary value for the company from existing resources is, according to Goffee and Jones (2007), supported by the findings of the aforementioned authors. According to Pruis (2011), talent is a trait that derives from within and may be maintained without the need for validation from other sources. According to the Chartered Institute of staff and Development (CIPD), talent is something that is unique to an organisation and is strongly impacted by elements such as the industry, culture, staff, and collective devotion. As a result, it is anticipated that talent will develop throughout the course of time. According to the Chartered Institute of Personnel and Development (CIPD), talented individuals have the ability to have the most significant effect inside the organisation by displaying their inherent potential in the performance of the institution both now and in the future. According to these definitions of skills, talent refers to the individuals who are the most fit for a job within an organisation and who would make a substantial contribution to the accomplishment of the organization's strategic goals via their contributions.

Talent Pool:

Almost all institutions categorise their skills into talent pools. In several companies, talent pools are classified into senior and junior categories for different jobs. A certain group of persons is defined as a gifted cluster (Tansely, 2011).

Meaning of TM:

Even if there are a number of definitions that are suitable for technology, there is a lack of clarity on its core meaning (Lewis and Heckman 2006). Furthermore, a definition of technology that was published not too long ago is still fairly ambiguous (Hughes & Rog, 2008). The authors Stephenson and Pandit (2008), along with a number of other analysts, believe that it is crucial to have the proper number of workers in the suitable roles at the appropriate time, armed with the necessary skill sets and levels of motivation. According to Stahl et al. (2007), there are others who feel that talent management comprises all of the responsibilities that an organisation does, including recruiting, developing, choosing, and sustaining the workforce that is the most suited. TM is defined by the Chartered Institute of Personnel and Development (CIPD) as the process of systematically acquiring, deploying, developing, and retaining high-potential workers who are judged useful to the organisation (CIPD, 2009). According to Lewis and Heckman (2006), talent management is integrally connected to all Human Resource Management (HRM) processes, with a particular focus on the acquisition, development, and retention of talent throughout the organisation. To put it another way, it is possible to assert that TM incorporates almost all elements of human resource management (Stewart & Harte, 2010). The term "technology management" (TM) is defined by some individuals as a formalised and legal commitment to use a cohesive, technological, and strategic approach in the field of human resource management (Hughes & Rog, 2008). According to Iles et al. (2010a- 2010b) and Capelli (2008), both transformational management (TM) and human resource management (HRM) have a shared theoretical framework, although they approach their studies in different ways. Three ideas about the importance of TM were provided by them, and they are as follows:

The relationship between TM and HRM is essentially distinct: As a result of the fact that it incorporates all HRM professions, it is possible to assert that there is a modern iteration of HRM, which has developed from a conventional notion to an innovative thought. In

recent years, human resource management (HRM) has been more concerned with the strategic management of talent.

The term "technology management" (TM) emphasises Human Resource Management (HRM) in a particular way. Although it focusses on exceptional individuals, TM's evaluation measures are the same as those used for human resource management and organisational development. As a consequence of this, the "talent pool," which encompasses both internal and external candidates of the organisation, is the major focus of attention. TM makes it a priority to manage the advancement of talent inside the organisation while simultaneously concentrating on the development of competences. They are more concerned with the flow of talent than they are with the pool of talent. A combination of practical and logical assumptions is where the essence of the concept originates. The purpose of talent management plans is to generate talent pools for the purpose of creating defined job classifications and to concentrate on the progress of certain persons who are capable of assuring the continuation of various organisations.

2.2. The obstacles in TM

In their study, Gutheridge and Komm (2008) identified a number of challenges that multinational firms faced when it came to managing staff, as well as when it came to guaranteeing international mobility and uniformity within global management information systems. According to the findings of this study, it was found that personnel perception is one of the hurdles to worldwide mobility. This is because a global shift may have a negative impact on the career goals of staff (Gutheridge and Komm 2008). According to Ghoshal and Bartlett (1990), the existence of a network of geographically dispersed and strategically diverse organisations might make it especially difficult for multinational firms to implement TM. This makes it easier for people from different industries to collaborate and share their expertise with one another (Bjorkman, Barner-Rasmussen, and Li Li 2004).

(Gutheridge et al., 2008) Business and HR executives agreed that top managers devote insufficient time to training and development (TM), and they saw this as the key barrier to successful training and development. According to Gutheridge et al. (2008), a second key impediment is the absence of support for constructive cooperation, the commitment

of line managers to employee development, and the engagement of top executives in the process of technology management (TM).

When the Reuters talent management strategy was examined, it was discovered that there were a number of issues that needed to be addressed. These issues included ensuring that managers participate in quality conversations with talent, aligning top performers with work objectives, successfully employing TM mechanisms, and improving the integration of TM activities (Ashton and Morton, 2005). In the context of the TM method, one of the possible challenges that may arise is the possibility of discouraging or demotivating high-potential individuals who are not seen as "powerhouses," but who continue to be essential to the organisation (CIPD, 2011).

According to the findings of a survey that included 534 participants, forty-five percent of them said that some corporate preferences make it more difficult to evaluate learning and to pursue career goals inside their respective businesses. However, financing varies substantially depending on the size of the institution. According to the Chartered Institute of Personnel and Development (2011), 27 percent of institutions have a budget for learning and development that is less than $100, while 15 percent have a budget that is more than $700.

As a result of the provision of professional alternatives and routes, the need for talent is recognised and adequately handled. As a consequence of this, people have the purpose of improving their talents that are important to the organisation. Ringo et al. (2008) and Ready and Conger (2007) both found that. According to Pratt, Zeckhauser, and Arrow's (1991) agency theory, TM is a tool that may be used to align the attitudes of workers with the goals of the business. In addition, the cultivation of skills acts as a catalyst for the fulfilment of human needs, which ultimately results in talents aligning themselves with the goals of the institution. As a result of this methodical investment in human capital, worker competency is increased, which ultimately results in an improvement in intellectual capital and a higher quality of work.

2.3. Why is TM significant?

First and foremost, the relevance of talent management lies in the fact that effective TM guarantees that the organisation will be able to recruit and retain the necessary staff. According to Morton, L. (2005), who contends that TM is vital for recruiting personnel

inside the business, another aspect is the commitment of individuals. Morton, L. (2005) states that this is an essential component. According to Hughes and Rog (2008), the link between these issues has resulted in the emergence of a major determinant of success and a substantial worry for institutions.

In the wake of the global financial crisis that occurred in 2008, institutions made a commitment to lower their fees and place a greater emphasis on efficiency in order to become more streamlined. Numerous businesses started allocating resources for the purpose of enhancing managerial skills and using comprehensive TM development approaches. Additionally, they began to devote resources for sustainable employment practices. According to Rowland (2011), as a result, a systematic approach has the potential to assist in overcoming institutional limits and improving business results.

According to Whelan and Caracary (2011), the concept of TM has the potential to bring about improvements and advancements in the management of information inside the organisation. According to Kiessling and Harvey (2006), expertise is considered to be a key institutional advantage and is classified as a component of the components that make up the non-physical sources of competitive instruments. According to McDonnell et al. (2010), the most significant competitive advantages are intrinsically implicit. These advantages are hidden inside the actions and experiences of workers, and they are not readily repeatable or proven within the firm. As a consequence of this, it is of the utmost importance for those who are entrusted with total management to register personnel who possess implicit knowledge and skill, either to guarantee their continued employment within the organisation or to make a strong commitment to their growth and improvement. As a consequence of this, the knowledge, skills, and competences of workers need to be improved and acknowledged as an essential source of competitive advantage (Colling & Mellahi, 2009).

According to the Chartered Institute of Personnel and Development (2010), organisations are putting a greater focus on technology for the objectives of knowledge generation, sharing, and preservation. This is despite the fact that several references emphasise the inadequacy of TM abilities. Consequently, students will get a deeper comprehension of the dynamic relationship that exists between technology management and knowledge management, which will direct them towards effective technology management (Whelan & Caracary, 2011).

Organisations need to be able to effectively express the need for a steady pool of talent for development in today's competitive business climate, and they also need to possess the skill to properly manage that talent. According to Williamson (2011), these dual opening gestures are the most important aspects that might potentially influence whether or not an institution is successful.

2.4. War of Talent:

"Better talent is worth fighting for" was the statement that McKinsey & Company made in 1998, which is considered to be the beginning of the "war for talent" (Chambers et al., 1998). According to Beechler and Woodward (2009), the following are the four most important factors that contribute to this competition for talent inside the industry:

- Current Economic and Demographic Trends Around the World:

There are a number of key demographic issues that have a direct influence on the talent supply pool. These concerns include a dropping birth rate, a rise in the average lifespan, and an inadequate skilled labour force to replace the population becoming older. Longevity has grown in the contemporary age, which has been followed by a decrease in natality. This is due to the higher quality of healthcare that has been available. As a consequence of this, the topic of talent acquisition has become a key subject, gaining substantial attention from a variety of observers. This is because the availability of a bright work force has decreased. According to Nations (2008), the majority of nations in the Global North have an average number of children per woman that is lower than the replacement level of 2.1 children per woman. This level is essential to ensure that the population at large remains stable. According to Nations (2008), it is predicted that the population of persons aged 15–64 would decrease in a number of nations, including Germany, Italy, and Japan. A competitive war for talent has arisen as a consequence of the recent skills gap that has been seen in developing nations such as China and India. According to a number of sources (Economist, January 2007; Farrell and Grant, 2007; Prieur, 2007; Lakshman, 2008), a number of multinational firms in China that have annual sales ranging from 20 to 30 percent are facing an increasing number of difficulties in effectively keeping outstanding individuals.

- **Increasing Opportunities for Individuals and Institutions to Move Around**:

It is important to improve mobility for both individuals and institutions. There has been a significant rise in global mobility as a result of the internalisation of the labour force. The migration of highly educated human resources, particularly from economically disadvantaged places, to affluent countries with thriving economies results in a large brain drain caused by the migration of these resources.

There has been a considerable growth in the globalisation of labour mobility. As a consequence of the migration of highly qualified human resources from economically disadvantaged areas to industrialised nations with healthy economies, there is a major brain drain. More specifically, this is the case for developing nations, which therefore face a scarcity of individuals with the necessary skills. There is a possibility that this may, in the long term, do irreparable damage to the economy of these nations.

- **Notable Changings in the Character of Business:**

The high-tech revolution has brought about changes in the organisational structure and management of institutions. Employees that possess the requisite knowledge and competencies are required to meet the requirements for effective success in this modern setting. In light of this, these qualified personnel comprise the holy strength that is essential for the success of the organisation. Due to the fact that rational characteristics are unique, almost all of the institutions are looking for human resources that are of the highest possible quality and competence. Due to this reason, organisations are obligated to take responsibility for recruiting, deploying, cultivating, and maintaining their top-tier personnel who possess knowledge, which are referred to as talents.

- **Expand Workforce Variety**:

One of the most significant aspects of the process of internalisation is the fact that the majority of institutions are gradually required to function in an environment that is multi-ethnic and intergenerational. The concept of talent in today's world refers to the interaction of people of different racial and ethnic backgrounds, generations, and cultural backgrounds inside an organisation. The specific requirements of females include the ability to handle the needs of various age groups of work-labor, which range from age group y to the traditionalist generation (people born before that of the baby boomers

1920/1940). Institutions want to attract and keep talent, and therefore they need to be aware of the cultural diversity that exists among the various cultural clusters. It is necessary for organisations that want to attract female talent to provide an environment that will enable them to manage both domestic and professional responsibilities. The younger generation of workers has a different perspective on how to work and how to have fun in the workplace.

2.5. Elements Conditioning Effective TM:

- **Attraction, Deployment, Development and Retention:**

The development of management abilities is essential for ensuring continuous competitive advantages, and one of the most important aspects of this is the recruitment and retention of labour forces in existing institutions. Consequently, according to Boxall and Steenveld (1999), the allocation of financial resources for the purpose of human recruitment, deployment, retention, and development may result in competitive advantages for the organisation. According to the data, 43 percent of firms are actively involved in the process of acquiring talent for key roles, while 55 percent are concentrating on the development of talent inside the organisation, and 35 percent are likely to recruit from within, with a significant emphasis on the retention of new workers. According to Rowland (2008), businesses are now concentrating their efforts on income and employee engagement; hence, it is highly advised that talent initiatives be given priority.

- **Recruiting Skilled Individuals:**

To attract external talent, the institution's ethical standards and the views of prospective job applicants about the organisation are crucial. This is because the attraction of external talent is contingent on whether the organisation maintains strong ethics in its present industry or only exists for the sake of survival. As a result, a corporate label is one of the most important and essential components that may quickly attract talent from outside the organisation. All talented individuals, it is obvious, have the desire to develop their careers and get promoted; the only way for them to achieve this goal is to look for high-performance businesses that have a positive reputation. A number of citations from investigators may provide support for this topic, including the following examples: When it comes to drawing talent from outside sources, the establishment of an appealing

brand for the company is very necessary (Iles et al., 2010a). According to Pruis (2011), the process of recruiting suitable persons requires strategic human resource reasoning as well as the conceptualisation of intelligent item demand in order to pick the relevant competencies within the workforce. A close connection exists between the 'business branding' and the ability to attract external talents (Glen, 2007).

According to Isles et al. (2010), it is often considered that the two most important aspects of talent management are the ability to recruit and keep talented people, as well as to focus on an exclusive model of personnel. Because of this, the "talent pool," which may consist of both internal and external sources inside the organisation, should be the major focus of the talent management system (TM). Consequently, the "employer brand" and "employee segmentation" underline the appeal of T (Iles et al., 2010b). Those that are gifted are more likely to join companies that they perceive to be appealing and that provide more value (Glen, 2007).

Therefore, building a high-quality label for the institution may prove to be rather difficult; nonetheless, the organisation inside the institution must be creative and equally devoted to attaining excellence within the institution. A significant number of the most prestigious institutions in the world participate in ongoing recruitment. Talent is something that they are always looking for; to put it another way, they do not employ people simply when a career opportunity presents itself; rather, they recruit anytime they find a talent. According to Chambers et al. (1998), this does not imply that they do not prioritise the development of talent. They may choose to hire persons whenever they see potential and then strengthen their abilities internally in order to reach higher positions.

- **Putting Talents in Their Place:**

In most cases, organisations fail to remember to put strategic processes into action. Launching a strategy establishes a connection between strategic processes and actions of implementation. Performing an evaluation of the deployment method is the preparatory activity that the organisation is required to carry out before carrying out the mission. They will be able to evaluate the practicability of the deployment procedure should they proceed in this manner. Therefore, by putting a greater focus on the deployment process, institutions may be able to execute strategic processes in a more efficient manner. It is the choices that the organisation makes about the recruiting,

placement, and departure of individuals that are referred to as the deployment of transnational management. Therefore, the resolution in these processes is quite important, and it is necessary for a competent supervisor to make the decision. A "Quick Screen" method for talent acquisition has been created by Guarino (2007). This method places an emphasis on the most important components of the job as well as the skills of the candidate. Using this process, companies are able to locate people who possess the necessary skills (Guarino, 2007). Deployment may be compared to the process of putting together a car. Williamson (2011) states that after all of the components required to finish the vehicle have been acquired, the only thing that can happen is that the components be assembled and positioned in the correct manner.

Because of this, using abilities in a manner that is congruent with the objectives of the company and one's own personal growth is an essential resolution for any firm. They need to make use of Locke's goal-setting theory or the SMART goal-setting methodology. A resolution that is SMART is one that is specific, measurable, attainable, relevant, and has a time limit attached to it. The philosophy of goal-setting that Locke developed is extremely Australian. 2013 edition of the Journal of Basic and Applied Science, volume 7, issue 6, pages 330-338 Specific aims are more feasible than ambiguous ones, and reaching tough objectives demands a great deal more effort than accomplishing easier ones (Morgan and Jardin 2010). Specific targets are quite popular in the field of research.

- **Enhancing Your Capabilities:**

The acquisition of talent is necessary in order for the institution to attain greatness among its members. There should be a connection between the strengthening of talent and the expansion of apprenticeship and development objectives. To ensure that skilled human resources are able to realise their full potential, it is necessary to strike a good balance between apprenticeship and upgrading at different points during a work career. The augmentation of talent may be advantageous for a firm that expands gradually, but it may be risky for businesses who are undergoing quick development. Dr. Ahmad Yousef Areiqat (2010) asserts that in order for institutions to maximise their potential, they must simultaneously make commitments to both informal and official apprenticeship programs. The augmentation of talent is dependent on adjustments in performance, perception, and attitude (Charan, Drotter, and Noel, 2001). Competencies and

knowledge are also important components of talent modification. According to Carins (2009), it is necessary for TM to consistently improve their top performers in preparation for prospective new jobs, evaluate their knowledge gaps, and put into action methods that will raise their competence and ensure that they are able to secure their responsibilities.

According to Holland and Pyman (2005), business academies have become an essential foundation for the development and training of businesses in both the United States and Europe. These academies are also regarded as a critical component in the strategic progression of technology management inside institutions. The essence of a business academy is that it is an effort for the organization's internal growth, which encompasses both traditional education and the generation of knowledge inside the company. As Holland and Pyman have stated, business academies serve as a catalyst for strategic workforce improvement. This highlights the significance of business academies in the arena of strategic workforce development, which is a factor that contributes to the efficiency of technology management inside institutions (Holland and Pyman, 2005). In spite of the upgrading and evaluation measures undertaken by the institution, the majority of people who possess true talent continue to be ignored by their respective companies. In order for institutions to achieve their goals, it is necessary for them to put into place an efficient procedure for improvement and assessment that places a high priority on recognition as an essential component of technology management. Not only should they give effective mentorship and training, but they should also provide high-quality assessment activities (Glen, 2007). In addition, they should maximise the possibilities for growth that are available while they are working.

Providing assistance to individuals in making provisions in advance of their expectations, which is a way that is still in its evolution, has shown to be a very beneficial development strategy. As a last point of discussion, Chambers et al. (1998) assert that the development of abilities requires both feedback (criticism) and mentoring as vital components. In his article from 2011, Williamson suggests that the use of a talent matrix might be considered an innovative approach to the enhancement of talents. To put it another way, you should personalise growth chances by categorising your employees into two groups: A and B participants, and C and D participants. For example, allocating A participant the greatest degree of progress, B participants should concentrate on transferable skills, C participant should be assigned tough targets and reviewed

rigorously, and there should be a clear route for disengagement for D participant (Williamson, 2011).

- **The Maintenance of Talents:**

As a result of factors such as inflation, staff cutbacks, and demographic statistics suggesting that the majority of competent directors in the United States reached retirement age in 2012, the deployment of initiatives to avoid the loss of expertise has become a main issue for new enterprises. On the other hand, members of Generation Y, often known as Millennials, demonstrate less commitment to their employers, which frequently leads to many managers losing their talent to competitors via headhunting (Whelan & Carcary, 2011).

The retention of talent is made possible by a variety of variables. According to Whelan and Carcary (2011), hygiene factors like as profit, compensation, and environment have an immediate impact on career success. On the other hand, career success and intrinsic motivations have an indirect impact on reducing talent turnover.

Some people feel that the two most important aspects of talent management are recognising and maintaining talent (Iles et al., 2010a). This is something that was mentioned before. Those who have the belief that they are just need to build and improve their talents do not take into consideration the problem of retention. Despite the fact that these groups make investments in talent, the talents often quit their respective institutions when the chance presents itself to realise the benefits of their investment. They are required to acknowledge the reasons for their departure from the firm and try to get an explanation for their leave. There are certain tactics that are compatible with one another and others that are not compatible with one another when it comes to the retention of talent subsequent to hiring. On the other hand, several nations have their own distinctive approaches; for instance:

- Brazil, France and Netherland, motivate passion;
- Japan, frighten workers with confidence and esteem;
- Italy, lead efficient results assessment;
- Japan, frighten workers with confidence and esteem;

- Italy, lead efficient results assessment;
- South Korea, keep individuals by performance goals;
- for Canada, it is all about personnel comfort, encouragement, pension or social security, permanent success of institution etc.… (Hughes and Rog, 2008).

Consequently, attrition and churn, which are measures that indicate the number of individuals leaving an organisation within a certain period, constitute a significant risk to the organisation. As a result, the company is required to create and execute comprehensive employee benefit programs in order to retain talent. According to the findings of the assessment (Poorhosseinzadeh and Subramaniam, 2012), every nation has the potential to use a variety of tactics in order to keep its talented employees.

- **Strength on the bench:**

Can you explain what the term "bench strength" means? In essence, bench strength is a term that describes the readiness of an organisation to either grow or fill gaps that have arisen as a consequence of the departure of workers from inside the business. There are many different points of view about bench strength or succession planning; yet, the majority of these viewpoints derive from the same source. With regard to the selection of the succeeding frontbench team, there are many who see it as a strategic move for succession planning. With regard to other people, it represents an appropriate gathering of capable persons for the purpose of indoor recruiting. For the A strategy that is "future-proofed" is one that allows an institution to flourish and prosper in the future (Hills, 2009). Bench strength is a plan that supports this. Each of these multiple explanations demonstrates a similar premise, which is as follows: "place the appropriate individuals in the appropriate positions at the appropriate time" (Hills, published in 2009). Bench strength, as defined by Charan, Drotter, and Noel (2001), is a strategy that involves cultivating and classifying talents that are already present inside an organisation and have the potential to occupy important managerial positions within the business. Bench strength gives the organisation the ability to fill essential jobs with persons who are both skilled and experienced whenever it is required to do so. According to Charan, Drotter, and Noel (2001), effective bench strength is comprised of a number of acts that are targeted at promoting professional development and advancement.

According to Hor et al., bench strength will become the most important regulation for any institution in the next ten years, and it will be necessary for gaining a competitive edge in the future. As a direct consequence of this, succession planning has emerged as the cornerstone of Human Resource Management. According to Hills, the composition of a succession plan is intrinsically comprised of the acquisition of core information as well as the development of abilities. The acquisition of talent is a costly endeavour; nonetheless, in today's highly competitive market, it is very necessary. Talent acquisition serves as a speedy technique for attracting new ideas and expertise. Nevertheless, on the other hand, the institution may be able to be cost-effective and improve career advancement and commitment within the existing staff by fostering talent. However, this may come at the expense of a restricted chance to bring creative ideas and awareness inside the institutions. Bench strength may be interpreted in a number of different ways, each of which corresponds to a different firm strategy (Hor et al., 2010). While succession planning is fundamentally distinct from anticipating future organisational requirements, the key problem that institutions face when evaluating their bench strength is projecting future organisational demands. Bench strength guarantees that there is an enough workforce, which in turn helps institutions to maintain their equilibrium and prosperity.

As a consequence of this, some businesses consider bench strength to be the process of identifying and cultivating potential future leaders, while others consider it to be a methodical attempt to establish key leadership characteristics or to categorise a group of people who possess a high level of expertise and knowledge. As a consequence of this, an organisation is required to identify, select, and grow talents that are the most suitable candidates for the right management role. Therefore, it is not necessary for them to select the next candidate; rather, they are required to categorise top talents according to the needed training and relevant competence in order to finally advance to the position of Talented Manager. This strategy will make it possible for children to improve their talents while they are inside (Hor et al., 2010).

According to Capelli (2008), there are a number of important variables that must be present in order to achieve strong bench strength inside a company.

Within the organisation,

a) structure as well as a plan for excellent performance or leadership competency.

b) A performance assessment instrument that may evaluate individuals in comparison to the management competence approach.

I.e., In situations like these, the planning process not only helps to close the gap between the present and future levels of performance and competence, but it also contributes to the identification and enhancement of the potential for roles that will be available in the near future.

The measuring technique is helpful for succession planning because it evaluates the performance of personnel and, when appropriate, employs experienced candidates who are qualified for the position where they are being considered.

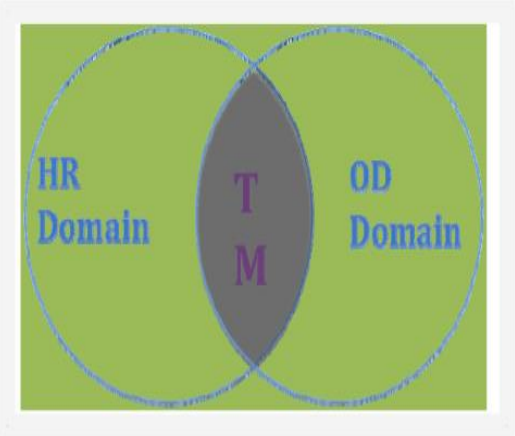
As stated by Hor and al. (2010), the development of models for the purpose of increasing management abilities is necessary in order to achieve optimum bench strength. Tropiano made the observation that "leadership competencies are widely recognised, regularly revised, and updated." These characteristics both evaluate and improve a person's skills.

2.6. Integrated TM (HR+OD):

Considering the present need for technology management (TM) in businesses, the time has come to develop a specific strategy for effective technology management (TM). In light of the fact that TM is a purpose that is shared by both human resources and organisational development, it is imperative that they work together in order to accomplish their joint strategic mission, which is in line with the broader strategic objectives of the institution. Because of this, it is vital for institutions to accelerate their development in the domain of global competition. This is not easily achievable unless they take a strategic strategy to handle the key challenges of competitive advantage. As a result, the most recent technology makes it essential for institutions to accelerate their progress. As was said earlier, trademarking is an exceptionally important competitive advantage for anybody who is interested in competing on a worldwide scale. For this reason, it is very necessary for HR and OD to work together in order to achieve effectiveness. It is possible for professions to define the common culture of institutions in language that senior management and workers can understand and accept when

integrated technology management is implemented. This is made possible by the junction of Human Resources and Organisational Development.

Jardin (2010) provides a description of the Integrated Talent Management (ITM) sphere, which is at the intersection of Human Resources (HR) and Organisational Development (OD). In Japan, they employ trust and respect to motivate employees. In South Korea, they keep individuals motivated by achievement goals. In Italy, they conduct efficient performance evaluation. In Brazil, France, and the Netherlands, they motivate passion. In Canada, it relies on human resource fulfilment, motivation, retirement pension, and the long-term prosperity of institutions, among other things. Hughes and Rog (2008) published their findings. In light of the fact that attrition and churn, also known as staff turnover, put an organisation in a position where it is vulnerable to significant risks, it is imperative that the company develop and explain the advantages that it provides to its employees in order to retain the talents that it has. constructed on



Source: Morgan and Jardin, (2010).

Fig. 0.1: Integrated talent management (HR+OD).

Figure 1:Integrated talent management (HR +OD)
Source: Morgan and jardin, (2010)

HR sphere:

Cummings and Worley (2001) cited in Morgan and Jardin (2010) described the sphere of HR task as whatsoever connected to obtaining, positioning, improving, and keeping talent.

OD sphere:

In order to obtain exceptional performance and devotion inside the organisation, it is necessary to take rigorous planning into consideration. The skills of an organizational development practitioner are put to good use in this essential area of practice. This is the scope of this sphere:

- Evaluation of the Bench Strength Strategy or Succession Planning Evaluation Phase or Assessment Centres.
- Feedback obtained from several sources, sometimes referred to as 360-degree evaluation or multi-rater feedback at times.

2.7. Four-Quadrant Model: Perspectives on TM:

This model helps to understand the different perspectives on talent management within an organization. It is base on two key dimensions :

- Focus: Whether TM is focused on a small group of high-potential employees (exclusive) or on the development of all employees (inclusive).
- Control: Whether TM is driven by organizational needs (control) or by individual needs (commitment).

Here are some possibilities for what each quadrant might represent:

- Quadrant 1: Organizational Perspective: This could focus on how organizations define talent, identify talent needs, and align talent management with strategic goals.
- Quadrant 2: Individual Perspective: This might explore talent from the employee's point of view, including their career aspirations, development needs, and motivations.

Iles et al. (2010a) proposed a four-quadrant model based on the perspectives of diverse observers about TM. The model is outlined as follows.

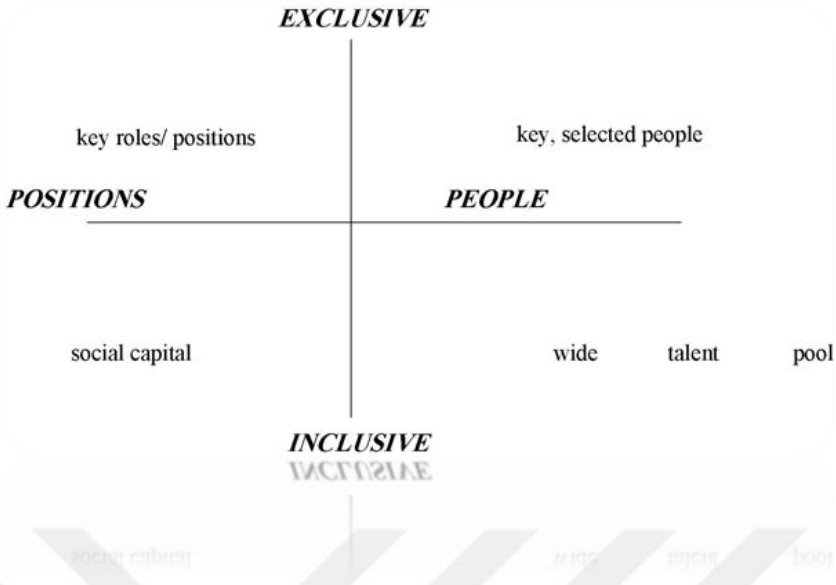


Figure 2: Four-Quadrant Model
Source: Adapted from Iles et al. 2010a

The four-quadrants are exclusive people, exclusive position, inclusive people and social capital.

Description of the four-quadrants is presented below.

Unique Individuals: According to Morton (2005), the labour force that makes a substantial contribution to the success of an institution, whether for a short period of time or for a prolonged period of time, is comprised of brilliant individuals. According to Berger (2004), talents are comparable to "super keepers." One of the most precious assets that an organisation has is the small group of persons who are responsible for the creation of major advantages and the maintenance of value. Therefore, from this point of view, it is not possible to consider every single person to be a good candidate for the company. This approach is based on segmentation, which involves classifying persons into high, medium, and lower ranks, with talented individuals holding the highest positions within the organisation (Iles and al, 2010a).

The process of identifying the "key role" inside the business is closely connected to the talent-explaining strategy, which is referred to as exclusive positions. Not only would it be unrealistic, but it would also be impossible to recruit only "A players" across the

organisation while simultaneously removing all "C performers." The basic purpose of Talent Management is to identify critical roles within the company and to hire "A performers" or talents for those jobs. According to Isles et al.'s 2010a research, it is anticipated that a sufficient alignment between an "A" player and an "A" position would result in "A" performance that is competitive enough to merit investment.

According to Mellahi and Colling (2010), the concept of "a player" is on the decrease because of the perception that talent is an innate trait, which is seen as an aptitude rather than just a concrete achievement.

Inclusive-People: This notion proposed that every company had latent capabilities that have the potential to improve its internal persons. According to Buckinghum and Vosburgh (2001), talent is something that is innately present in every individual. According to Chandele (2010), the primary responsibility of human resources is to improve individual performance. In order to guarantee efficiency in the future, it is necessary to reorient our attention on the extraordinary skills of each and every employee and efficiently transform these talents into sustained performance. When it comes to Chandele, the most important thing to do in order to successfully acquire core abilities is to grow its own talent.

On the other hand, the idea of social capital refers to the human capital that is located outside of the organisation. According to investigations and research, chief executive officers who are hired from outside the organisation often have short tenures, and they frequently depart as soon as they are presented with a more advantageous chance from competitors. Therefore, it is beneficial to grow talent inside the organisation and to keep that skill as important assets for the company since it is advantageous.

According to Whelan and Carcary (2011), the focus placed on spotting significant talent places the organization's internal environment at the forefront of decision-making above external recruiting.

2.8. Conclusions

The findings pertaining to TM are shown in Table 1

Table 1:Summary of the Literature Review

Components	Results
What is Talent?	Talent indicates the best individuals for the position in an institution and who will participate to the majority of the accomplishments of its strategic objectives
What is TM ?	TM involves all the roles of HRM with the emphasis on drawing, deploying, growing, keeping and bench strength and it focuses on talented individuals.
Why is TM important for institutions?	Authenticates the creation and maintenance Skills employee dedication established strategy Enhancement of Knowledge Management as a Source of Competitive Advantage
Origin for war on talent	Global Economic and Demographic tendency Internationalization has resulted in growing Mobility of individuals and institutions important metamorphosing in the character of Business advancing standards of labor-force variety
Elements defining effective TM	Drawing Talents Deploying Talents Hiring Talents Keeping Talents bench strength or Succession Planning

2.9. Study Questions

"The Talent Perspective – What does it feel like to be Talent Managed?" was the subject of a conversation that took place within the CIPD (2010). Most queries about TM concentrate on the management point of view, whereas only a small number of enquiries investigate the employee point of view. Due to the fact that the questionnaire is primarily directed at senior management or leaders who were once a member of a talent pool, this research is insufficient (CIPD, 2010). The purpose of the questionnaire report (CIPD, 2010) was to focus on persons who were actively involved in talent management; however, it failed to investigate individuals who were working at lower levels within an institution, individuals who were not part of talent pools, and institutions that did not have a strategy for talent management. This topic, which concentrates on top managers and leaders, seems to be common in the research that has been conducted (CIPD, 2010; Mellahi and Collings, 2010; Blass, Knights, and Orbea, 2008). The following research questions are raised as a result of this:

How is TM viewed by top Management, Middle Management and Entry Level/Specialists within Cameroon's public and private institution?

It would seem that TM need to be a priority for both commercial and governmental institutions in Cameroon, taking into consideration the present developments in the employment market (Accenture, 2013). In spite of this, as is the case with any method that is successful, this must be taken into consideration across the whole of the institution (CIPD, 2010). Considering that this might result in a misalignment of any TM strategy (PwC, 2014; CIPD, 2010), it is of the utmost importance to determine if transformational management is seen differently at different levels of the business. For the purpose of gaining a better understanding of the requirements of workers in Cameroon's commercial and public sectors, the purpose of this study is to investigate the viewpoints of employees working at different levels within the company (entry level/specialists, middle management, and top management).

- Examination of the possible dilution of decision-making power of top management as it cascades from middle management to lower levels within the organisation is the sub-objective of this study (Ashton and Morton, 2005). According to study conducted by PwC (2014), the majority of CEOs and senior

leadership positions within organisations consider TM to be a top priority. The purpose of this research is to determine whether or not Middle Management, which plays an important role in the whole management process (CIPD, 2010), top Management, which is responsible for making decisions (PWC, 2014), and Entry Level/Specialists have similar perspectives on total management.

- Individual managers in public and commercial institutions in Cameroon have a higher positive impression of TM than non-individual managers do. This is shown by the first hypothesis.

- Top Management (Grades 53-58) in public and commercial organisations in Cameroon has a higher positive impression of TM than Middle Management (Grades 51-52) and Entry Level/Specialists (Grades 46-50). This is the hypothesis that is supported by the observations made in the previous hypothesis.

- Hypothesis 1c: Different segments of Cameroon's institutions, such as the public and commercial sectors, have different perspectives on the use of technology. With regard to TM, different generational cohorts (those between the ages of 25 and 34 and those between 35 and 44) have different points of view. The managers who are in charge of bigger teams (1-5, 6-10, 11-15, and 15-100) have a more positive attitude towards TM, according to the first hypothesis.

- The secondary objective is to investigate the challenges that are faced by TM in the commercial and governmental sectors of Cameroon. TM has a number of challenges, according to the findings of the study (Guthridge et al., 2008; Salin, 2003), including time limits and the engagement of management personnel. The study will investigate whether or not there are any hurdles, and if there are, it will investigate how these obstacles might be removed in order to construct a successful TM system.

- Hypothesis 2a: Entry Level/Specialists (Grades 46-50), Middle Management (Grades 51-52), and Top Management (Grades 53-58) in Cameroon's public and commercial sectors face a variety of challenges in relation to transaction management techniques.

- The second hypothesis is that individual managers in Cameroon's public and

commercial organisations have more challenges than non-individual managers when it comes to the implementation of TM approaches.

- The sub-objective is to investigate the organisations that are accountable for the technology management strategy within the commercial and governmental sectors of Cameroon. The research indicates that there is a significant increase in the effectiveness of a TM plan when it is managed by HR (CIPD, 2010). However, it also reveals that CEOs have little confidence in HR's ability to implement necessary enhancements (PwC, 2014), and line managers are required to readily embrace any strategy (CIPD, 2014a; CIPD, 2010). Furthermore, deficiencies become obvious when a single group within an organisation (CEOs, line supervisors, HR, or people) monopolises the use of technology (TM) (Ready and Conger, 2003).

- Hypothesis 3a: Entry Level/Specialists (Grades 46-50), Middle Management (Grades 51-52), and Upper Management (Grades 53-58) exhibit distinct attitudes on responsibility for TM inside Cameroon's institutions.

- Individuals who have management positions and those who do not hold managerial responsibilities in Cameroon's institutions have different ideas on the responsibility for TM. This is the third hypothesis.

3. CHAPTER II: STUDY METHODOLOGY

For the purpose of this investigation, a quantitative technique was used. (a) evaluate a substantial sample size (370 workers), (b) enable stakeholders to respond quickly rather than the time required for qualitative research, and (c) it is noteworthy that a significant proportion of employees in Cameroon's private and public sectors are proficient with online survey tools. This technique was regarded as the most suitable method for accomplishing all of these goals.

The survey that has been chosen will investigate the research questions that pertain to the implementation of TM across institutions. It will determine whether there is a devaluation or dilution within these entities by segmenting the sample based on their classifications. Additionally, it will investigate potential divergences among individuals, both managerial and non-managerial, across departments, age cohorts, or the number of individuals found within a manager's hierarchy. In addition, the survey investigates possible roadblocks to TM, whether they originate from the standpoint of personnel management or non-personnel management, or if they are shared by a variety of groups. Finally, enquiries are being carried out in order to determine who is accountable for TM inside Cameroon's institutions. The purpose of these enquiries is to see if there are disparities between different categories or between individual managers and non-managers at the institution level.

The official TM strategy for some of the institutions that will be utilized in these evaluations has not yet been approved by those institutions. Furthermore, these establishments have solid and dedicated Training and Development Departments, an established categorization system, and a commitment to crafting a plan that leverages and cultivates internal talent, despite the fact that they have not yet made a final decision about a strategy.

In addition, research was carried out on the term "TM" in order to determine whether or not it is considered to be a fad in accordance with the definition of a fad that was provided by Miller, Hartwich, and Le Breton-Miller (2004).

3.1. Survey Design

For the purpose of conducting descriptive research with the intention of investigating the attitudes and views of workers, a survey will be employed (Saunders, Lewis, and Thornhill, 2003). According to Saunders, et al (2003), questionnaires provide a large sample size and reduce the probability of manipulation in the results provided by employees.

In the body of research, there are just a few surveys that are similar. In light of this, a fresh questionnaire will be designed specifically for the purpose of this inquiry. It is planned to use self-addressed questionnaires, which will be completed online via the use of Lime Survey. In light of the fact that every worker has either an Android phone or a computer, as well as the fact that there is free Wi-Fi available inside the institutions, conducting interviews does not present any difficulties. Due to the fact that every employee uses email and the internet for both professional and personal reasons, there is a significant possibility of reaching the demographic that represents the intended target audience. According to Dillman, Smyth, and Christian (2014), self-addressed surveys reduce the bulk of the dangers that are traditionally associated with individual replies that are considered to be socially acceptable.

Included in this research is a thorough description of the survey that was utilised. Questions numbered P1-P32 belong to the perception of TM, questions designated B1-B14 pertain to the barriers to TM, and questions designated R1-R5 deal to the responsibility of TM.

3.2. Leading the Sample

There will be 370 personnel from Cameroon's commercial and governmental sectors who will participate in the research as part of the sample size. The staff come from three different organisations, and within these organisations, there are around thirty different ethnic backgrounds represented. As can be seen in Table 2 below, the institutions make use of a categorisation system that will be executed in order to classify them into the following tiers: specialists/entry level, middle management, and upper management. All of the categories will be covered by a single questionnaire; however, in order for respondents to finish the survey, they will be required to designate which group they fall

into. It is essential to keep in mind that not all persons who have reached level 51 or above are indeed personnel managers.

Table.2: The institutions will be separated into the following levels based on grade

Table 2: The institutions will be separated into the following levels (Specialists/Entry Level, Middle Management, Upper Management) based on Grade.

Level of the Institutions	Grade
Specialists/Entry Level	46, 47, 48, 49, 50
Middle Management	51, 52
Upper Management	53, 54, 55, 56, 57, 58, 59, 60

An email will be sent to the persons who are participating, informing them about the questionnaire and encouraging them to fill it out. After doing research in 2001, Crawford, Couper, and Lamias discovered that the timing of reminders for online surveys is very important. According to Crawford, Couper, and Lamias (2001), an email reminder that was sent after two days demonstrated effectiveness in terms of both speed and response rate. This was in comparison to a reminder that was sent after five days.

The company Survey Monkey carried out research in order to ascertain the best time and day to distribute a questionnaire in order to maximise the amount of comments received (Survey Monkey, 2011). According to the findings of this investigation, the response rates for internal surveys were much higher on Mondays, followed by Fridays, and Thursdays had the lowest response rates (Survey Monkey, 2011). However, it seems that the institutions that we analysed host fewer indoor activities on Fridays than other days of the week. The questionnaire will be sent out on Friday, July 19, 2024, and a reminder will be sent out on the following Tuesday, July 23, 2024. This decision was made in light of the results that were obtained from Crawford, Couper, and Lamias (2001), Survey Monkey (2011), and pertinent institutional data. After a period of seven days during which it was available to the public, the questionnaire will be closed on Friday, July 26, 2024.

An evaluation in the field was carried out before the deployment of the thorough scale analysis. According to Fink (2003), the minimum number of participants for a field test that is intended to be conducted within this framework should be ten individuals. Ten people were chosen at random to participate in the field test. There were five specialists or entry-level employees, five middle management employees, and five upper management employees. There were certain adjustments made to the questionnaire in order to improve the level of understanding of the questions and to guarantee that the software was functioning appropriately.

3.3. Ethical Considerations

Surveys are permitted to be used inside the businesses, provided the General Director has given his approval. When it came to the protection of the data, no identities were shown, debated, or collected. The writer is the only person who will have access to the findings of the inquiry. Everyone who takes part in the study will be notified that the analysis will be conducted in an anonymous manner, that the purpose of the study will be explained, and that the data may be utilized for other studies. It is not necessary to take into account any extra ethical issues. "Employee surveys can be conducted with the General Director's approval. To ensure data privacy, no personal information will be collected or shared. The researcher will be the sole individual with access to the survey results. Participants will be informed about the study's purpose, the anonymity of their responses, and the potential use of data in future research. With these measures in place, no further ethical concerns are anticipated. Participants can be assured that their privacy will be protected. Personal information will not be collected or shared, and all responses will remain anonymous. Participants will be informed about the study's purpose and how their anonymized data may be used in future research.

3.4. Evaluate the Data

All of the information obtained from the survey will be evaluated using the statistical software program known as SPSS. The formulas that were used throughout the whole of this investigation can be located in Appendix 2. Examining the internal consistency of the three measures that were constructed for this analysis—namely, the Perception of TM scale, the Barriers to TM scale, and the TM Responsibility scale—will be the responsibility of the first part of the study. Inner coherence is the examination of the

connection of replies to each question throughout the surveys, which may be analysed using Cronbach's alpha (Saunders, Lewis, and Thornhill, 2003). This analysis is referred to as the analysis of response coherence. According to Gliem and Gliem (2003), analysis of Cronbach's alpha has been shown to be a trustworthy tool for determining the degree of internal consistency in multi-item surveys. Once an adequate Cronbach's alpha result (more than 0.7) has been reached for each scale, composite scales will be built. This will take place once the findings of the credibility evaluation have been determined. Utilising the "accuracy when item cancelled" feature in SPSS may be one way to do this. This may include deleting some questions that do not contribute to a reliable Cronbach alpha value. In light of the fact that the questionnaires were designed specifically for this investigation, it is quite probable that they will be required in order to produce a trustworthy composite scale that may be used in any following research ventures.

In order to further analyse the importance of the scales, a lightweight experimental factor test will be carried out in order to investigate the underlying changes. The term "factor tests" refers to a range of statistical methods that are used to define a collection of parameters in reference to a reduced number of theoretical parameters (Kim and Mueller, 1978). A wide variety of hypotheses may be evaluated in a fair or unfair manner by using the component test, which is used in the social sciences for the purpose of developing scales. Within the context of an experimental test, it may be used to simplify various complicated data sets. The first step is doing an analysis of the interactions that occur between the elements, followed by the use of the interrelation quotient as a measurement of the relationship between them.

(Kim and Mueller, 1978) investigates a model of interaction in order to depict a connection that is productive. For the purpose of determining whether or not the correlations may be quantified by theoretical parameters, a factor analysis may be used (Kim and Mueller, 1978). According to Kim and Mueller (1978), element loadings are a representation of the interrelationships that exist between elements and certain parameters in which a certain element is contained. The higher the loading element, the bigger the contribution that the item makes to the element (Carmines and Zeller, 1979). According to Kim and Mueller (1978), the number of components may almost always be determined by an eigenvector that is either larger than or equal to one. In addition to this lightweight examination of elemental composition, a corresponding theoretical component

assessment was carried out in order to determine the ideal eigenvector significance for the purpose of preserving the proper quantity of elements.

3.5. Appraising Normality or Deviation from Normality inside Samples

Following the completion of this study, descriptive statistics, such as histogram distributions and the Shapiro-Wilk test of normality, will be carried out for each research problem. Following the establishment of normality or deviation from it, an appropriate statistical test will be used in order to assess the hypothesis depending on the overall number of categories that are involved.

3.6. Perception of suitable Tests of Difference

Below, in Table 3, you will see an illustration of how the proper tests were determined. For the purpose of accepting or rejecting the null hypothesis, the significance level of the test, also known as the p-value, will be used. The null hypothesis is rejected when the rates are less than 0.05. The null hypothesis is accepted for rates that are greater than 0.05.

Table 3: Detection of suitable tests of difference

Table 3: Detection of suitable Tests of Difference

Comparison	Parametric (Methods)	Non-Parametric (Medians)
Divergences amongst methods of two autonomy categories	Autonomy Samples t-Test (Assumes Normality)	Mann-Whitney U-Test
Divergences amongst methods of more than two autonomy categories	Single Factor ANOVA (Assumes Normality)	Kruskal-Wallis H-Test

3.7.TM Opportunities classification Approach

Within the survey, Group 4 (see Appendix 1) consists of a series of questions in which respondents are asked to rate TM possibilities on a scale from one to twelve, with those ranked first being deemed more lucrative and those ranked twelfth being considered less profitable. Following an equal distribution of the grades that were allocated for each

process, the overall classification that was awarded to each process was decided. The estimate of the categorization will be carried out in the manner that is shown accordingly to the results:

3.8. Study Strategy

The study that was performed on the word "TM" on Google during the months of January, July, and August of 2015 was linked to the work that was done by Lewis and Heckman (2006), who observed that there was an increase in the number of people who were aware of the phrase "TM" between the years 2004 and 2005.

3.9. Restrictions of Methodology

Due to the fact that the survey that was used in this investigation has not been completely verified, it is clear that the scales need a thorough psychometric assessment that is conducted using a sizeable sample size. Element inspection has the potential to be deceiving since it may lead to an oversimplified knowledge of elemental operations and result in incorrect findings. As a result, it should be used under settings that are more measured and is favourable.

Carmines and Zeller (1979) said that this was done in order to ease the advancement and evaluation of experimental measures. There were closed questions in the survey, which limit the interviewee's ability to comprehend the information and raise the probability that the information would be misinterpreted. In addition, the government and private institutions of Cameroon come from more than thirty-five different cultural backgrounds, which might result in possible communication problems that are characterized by cultural borders.

The questionnaire will be sent on a Friday since, according to Survey Monkey (2011), this day was ranked as the second most suitable day for the distribution of information. In spite of the fact that Monday is the preferred option, Friday will be chosen from among the available options because of the needs of specific schools. Due to the fact that people could be in a heightened condition prior to the holiday, this might lead to answers that are biased (Saunders, et al., 2003).

4.CHAPTER III: RESULTS

The results are divided into two primary classifications: the first classification presents the outcomes regarding the reliability of the three scales, which are the perception of technology (TM), the responsibility of technology (TM), and the barriers to technology (TM). The second classification displays the results from the analysis of scales related to various clusters. Regarding both categories, a presentation of the characteristics of each variable in the process is offered, together with the findings of each statistical research and an evaluation of the requirements that are vital to their operation.

Immediately after the presentation of these findings, the results of the cluster 4 Ranking Question and Search will be shown.

4.1. Scale Reliability Outcomes

With regard to each of the three scales that were investigated, the following section summarizes the findings of reliability assessments: Perception of TM, Obstacles to TM, and Responsibility within the TM Community.

4.2. Perception of TM Scale Reliability outcomes

A total of 140 valid answers were received over 30 different entries, all of which contributed to the overall composite score on the Perception of a TM Scale. 804 is the value of the Cronbach reliability coefficient.

4.3. TM Responsibility Scale

Over the course of the interviews, there were 137 legitimate replies that were distributed among These responses contributed to the total composite score on the Responsibility Scale. A dependability coefficient of.686 according to the Cronbach method is shown in accordance contains information on further evaluations that are intended to enhance the overall reliability of the scale. The removal of item 3 results in a considerable improvement to the overall dependability score, which is now measured at.806. A lightweight experimental component test was used in order to carry out an additional examination into the applicability of the accountability scale. There are Scree Plots that are shown in the Figures and that indicate the components that are related with the Accountability Scale. To be more specific, Figure 3 represents the Scree Plot while all of

the components are included, but figure 4 depicts the plot after element three has been removed from the equation.

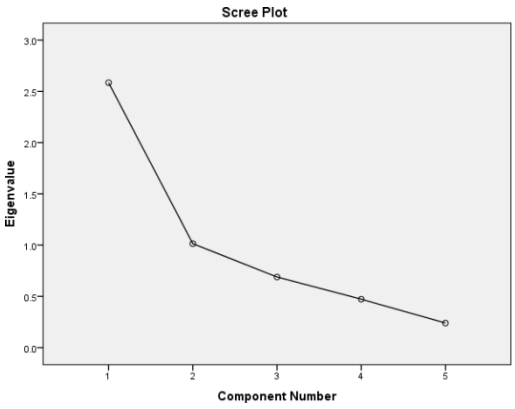


Figure 3 : Scree Plot for Responsibility Scale exclusive of entry

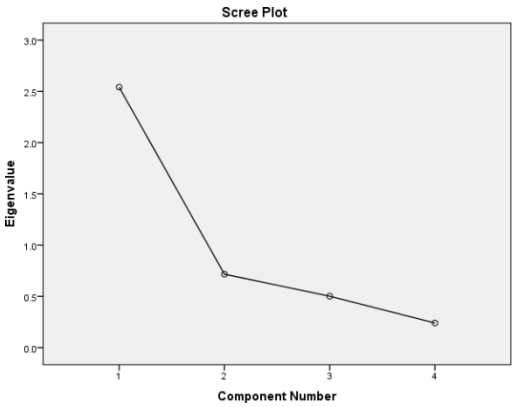


Figure 4:Scree Plot for Responsibility Scale inclusive of entry 3

The Figure displays the outcomes of a principal component analysis that corresponds to the data. Based on these findings, it can be deduced that there is just one component that is connected to the four items that are linked with the accountability subscale. In particular, the findings suggest that just a single component need to be kept, since only one of the eigenvalues, as seen in Figure 5 of the Scree Plot, is more than 1.1916

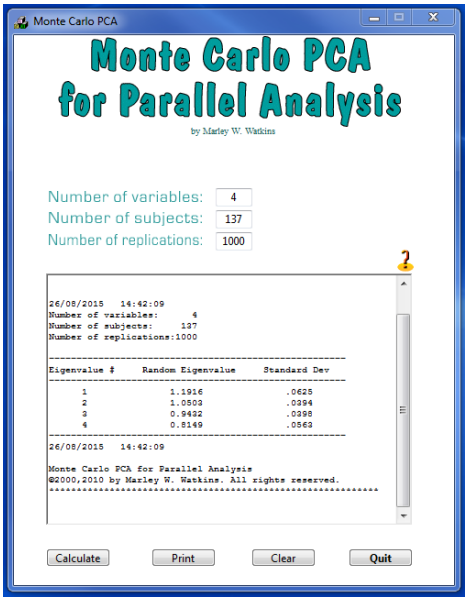


Figure 5:Parallel Analysis outcomes - Responsibility Sub-Scale Factor Quantity Identification

4.4. Barriers to TM Scale

Following are the findings of a reliability study performed on the Barriers to TM Scale, one hundred and thirty-seven valid answers were obtained over fourteen different questions, all of which contributed to the overall composite score on the Barriers to TM Scale. A Cronbach's reliability coefficient of.598 is shown, which details the results. further assessment was performed with the purpose of enhancing the overall dependability of the scale. The elimination of entry B7 resulted in a considerable improvement to the overall dependability grade, which was raised to.649. In spite of this, upon deeper study, there are a few correspondences that are counterproductive. These submissions will not be taken into consideration when constructing the Barriers Compound Scale.

An improved Cronbach’s alpha reliability coefficient of 825 was attained after the entries were eliminated from consideration

Through the use of simple experimental components assessment, an additional investigation into the effectiveness of the Barriers scale was carried out. The Scree plot that is shown in figure 6 indicates components that are related with the barrier scale which suggest that there is just one skill parameter.

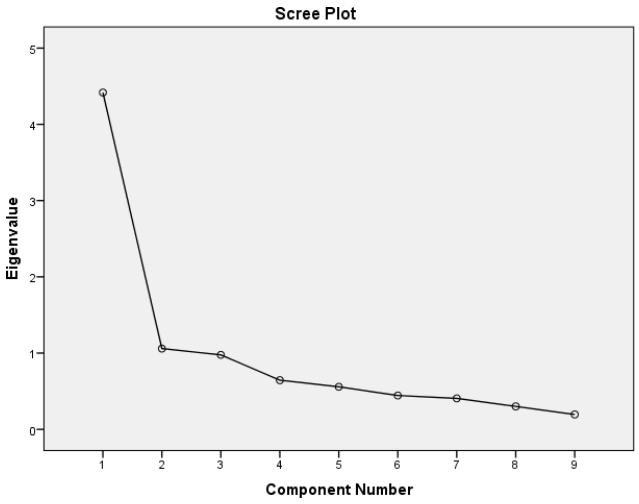


Figure 6: Scree Plot for Barriers Scale

Here are a few ways to better understand "An improved Cronbach’s alpha reliability coefficient of .825 was attained after the entries were eliminated from consideration":

Option 1

"Removing certain entries increased the Cronbach's alpha reliability coefficient to .825."

Option 2:

"The Cronbach's alpha reliability coefficient significantly improved to .825 after excluding some entries from the analysis."

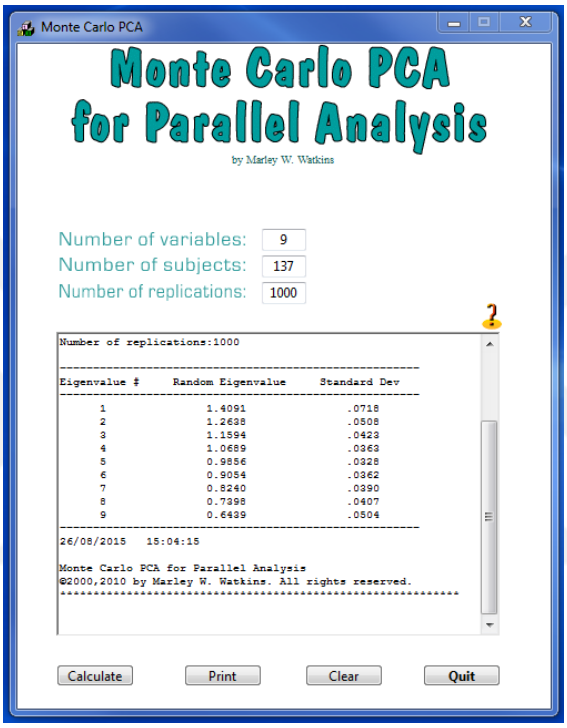


Figure 7:Parallel Analysis outcomes - Responsibility Sub-Scale Factor Quantity Identification

Figure 7 displays the outcomes of a principal component analysis that corresponds to the data. Taking into consideration these findings, it can be concluded that there is just one component that is connected to the nine items that are related with the accountability subscale. Given that just one of the eigenvalues, as shown in the Figures of the Scree Plot, is greater than 1.4091, the findings suggest that only a single element need to be included in the preservation process.

4.5. Perception of TM and individuals Managers/Non- individuals Managers

There was a total of 140 workers from Cameroonian governmental and commercial institutions who participated in this research. Of those individuals, 33 were Individual Managers and 107 people were Non-Person Managers. In Table 4, you can see an example of condensation in action.

Specifically, the histograms that indicate the distribution of departure degrees among male and female workers are depicted in the Figures 8 and 9, respectively. In both cases, the horizontal axis is used to depict impression, while the vertical axis is used to indicate periodicity. "Figures 8 and 9 show the distribution of departure degrees for male and female workers, respectively. These histograms use the horizontal axis to represent different levels of impression and the vertical axis to indicate the periodicity of each level.

Table 4:Perception Scale and Individuals manager/non-Individual's manger

Case Processing Summary

		Cases					
		Valid		Missing		Total	
	People Manager	N	Percent	N	Percent	N	Percent
PerceptionComposite	Yes	33	91.7%	3	8.3%	36	100.0%
	No	107	81.1%	25	18.9%	132	100.0%

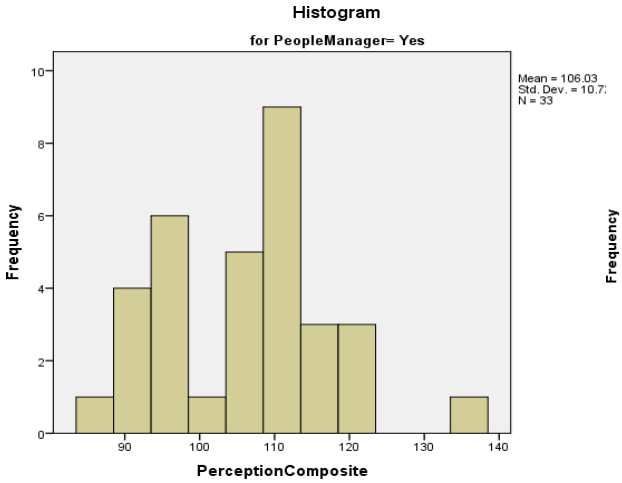


Figure 8: Perception Composite People Manager

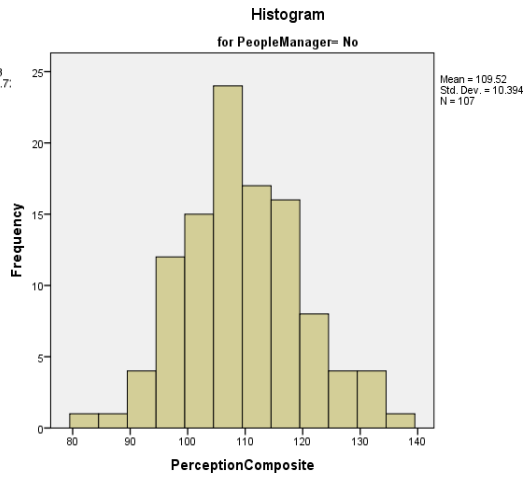


Figure 9: Perception Composite Non-People Manager

Table 5 displays the complete combined useful numeric data for both the example deliveries made by people managers and those made by non-persons managers. TheTable provides a comprehensive overview of all relevant numerical data collected in this study. The data encompasses delivery performance metrics for two distinct groups: deliveries managed by individuals in leadership roles ('people managers') and deliveries overseen by those without direct reports ('non-persons managers'). This combined presentation allows for direct comparison and analysis of key performance indicators between these two groups. This data looks at how well deliveries are made by two different types of employees: "people managers" (those who manage others) and "non-people managers" (those who don't manage others). By comparing their performance side-by-side, we can see how leadership roles might affect key delivery metrics.

Table 5: Informative Delivery for Individuals Managers and Non- Individuals managers

Descriptives[a]

People Manager				Statistic	Std. Error
PerceptionComposite	Yes	Mean		106.03	1.868
		95% Confidence Interval for Mean	Lower Bound	102.23	
			Upper Bound	109.83	
		5% Trimmed Mean		105.79	
		Median		108.00	
		Variance		115.093	
		Std. Deviation		10.728	
		Minimum		86	
		Maximum		134	
		Range		48	
		Interquartile Range		18	
		Skewness		.204	.409
		Kurtosis		-.066	.798
	No	Mean		109.52	1.005
		95% Confidence Interval for Mean	Lower Bound	107.53	
			Upper Bound	111.52	
		5% Trimmed Mean		109.41	
		Median		109.00	
		Variance		108.025	
		Std. Deviation		10.394	
		Minimum		82	
		Maximum		139	
		Range		57	
		Interquartile Range		14	
		Skewness		.203	.234
		Kurtosis		.312	.463

a. There are no valid cases for PerceptionComposite when People Manager = .000. Statistics cannot be computed for this level.

Table 6 displays the findings produced by the investigation of the normality of the data. According to the findings of the Shapiro-Wilk normality test, there is not a substantial departure from the normal distribution.

Table 6:Perception and Individuals Managers/Non-Individuals Managers analysis of Normality

Tests of Normality[a]

		Kolmogorov-Smirnov[b]			Shapiro-Wilk		
	People Manager	Statistic	df	Sig.	Statistic	df	Sig.
PerceptionComposite	Yes	.111	33	.200*	.960	33	.263
	No	.072	107	.200*	.990	107	.578

*. This is a lower bound of the true significance.

a. There are no valid cases for PerceptionComposite when People Manager = .000. Statistics cannot be computed for this level.

b. Lilliefors Significance Correction

The use of independent model t-tests was used in order to determine whether or not there are significant variations in the understanding of TM between Persons Supervisors and Non-Persons Supervisors. This was done since there was no established variance in normal course. This investigation's findings are presented in Table 7, which can be found here.

According to the findings of Levene's analysis, there is not enough evidence to reject the hypothesis that the population variances are equal (F =.201, p =.491), which leads one to believe that the population variances are the same.

As shown in Tables 7 and the results of the autonomy model t-test indicated that there was insufficient evidence to imply that there was a difference in the level of knowledge of TM between Persons Supervisors (M = 109.52, SD = 10.394, n = 107) and Non-Persons Supervisors.

Table 7: Perception and Individuals Managers/Non-Individuals Managers Group Numeric

Group Statistics

	People Manager	N	Mean	Std. Deviation	Std. Error Mean
PerceptionComposite	Yes	33	106.03	10.728	1.868
	No	107	109.52	10.394	1.005

4.6. Perception of TM and Category

Based on the findings of this research, a total of 133 workers from public and commercial organizations in Cameroon were investigated. Of these employees, 59 were from categories 46 to 50, 43 were from categories 51 and 52, and 31 were from categories 53

to 58. The incident is summarized in Table 10, which may be found here. The histograms that illustrate the distribution of grades for each category pooling are displayed in Figures 11, , and 12, all of which are displayed separately. The impression is shown along the horizontal axis, while periodicity is depicted along the vertical axis in every scenario.

In others words, this research examined 133 workers from public and commercial organizations in Cameroon. The workers were divided into three age groups: 46-50 (59 workers), 51-52 (43 workers), and 53-58 (31 workers). Table 8 summarizes the incident under investigation. The distribution of grades for each age group is shown in Figures 10, 11, and 12. These histograms use the horizontal axis to represent "impression" and the vertical axis to represent "periodicity".

Table 8:Perception and Category Case Synopsis

Case Processing Summary

		Cases					
		Valid		Missing		Total	
	Grade	N	Percent	N	Percent	N	Percent
PerceptionComposite	46-50	59	88.1%	8	11.9%	67	100.0%
	51-52	43	81.1%	10	18.9%	53	100.0%
	53-58	31	93.9%	2	6.1%	33	100.0%

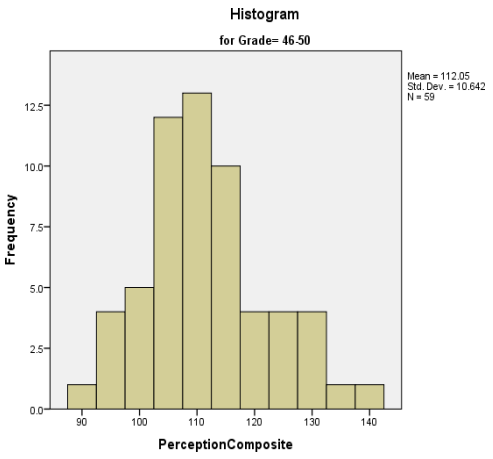


Figure 10 : Perception Compound Category 46-50 Delivery

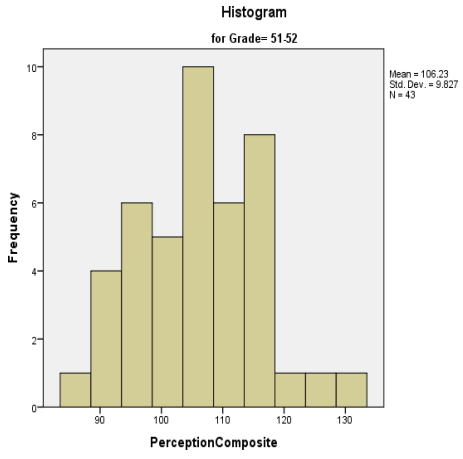


Figure 11 : Perception Compound Category 51-52 Delivery

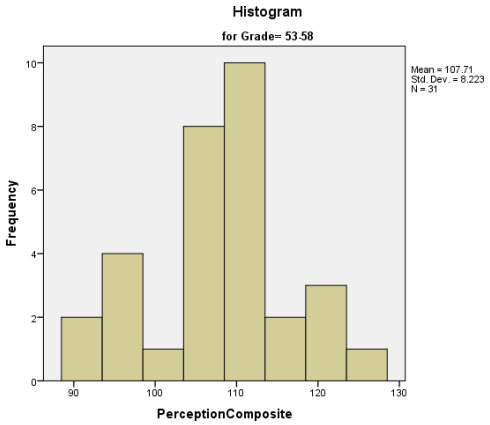


Figure 10: Perception Compound Category 53-58 Delivery

Table 9 contains all of the relevant informational numerical data for model deliveries in Categories 46-50, Categories 51-52, and Categories 53-58 respectively

Table 9: Informative Numeric for Perception and Level Categories

Descriptives

	Grade			Statistic	Std. Error
PerceptionComposite	46-50	Mean		112.05	1.385
		95% Confidence Interval for Mean	Lower Bound	109.28	
			Upper Bound	114.82	
		5% Trimmed Mean		111.78	
		Median		111.00	
		Variance		113.256	
		Std. Deviation		10.642	
		Minimum		90	
		Maximum		139	
		Range		49	
		Interquartile Range		12	
		Skewness		.429	.311
		Kurtosis		-.155	.613
	51-52	Mean		106.23	1.499
		95% Confidence Interval for Mean	Lower Bound	103.21	
			Upper Bound	109.26	
		5% Trimmed Mean		106.03	
		Median		106.00	
		Variance		96.564	
		Std. Deviation		9.827	
		Minimum		86	
		Maximum		132	
		Range		46	
		Interquartile Range		16	
		Skewness		.169	.361
		Kurtosis		-.053	.709
	53-58	Mean		107.71	1.477
		95% Confidence Interval for Mean	Lower Bound	104.69	
			Upper Bound	110.73	
		5% Trimmed Mean		107.72	
		Median		109.00	
		Variance		67.613	
		Std. Deviation		8.223	
		Minimum		91	
		Maximum		125	
		Range		34	
		Interquartile Range		9	
		Skewness		-.143	.421
		Kurtosis		-.129	.821

Table 10 presents the findings for the normalcy study that was performed. A Shapiro-Wilk test for normality was performed, and the findings showed that there were no significant departures from the normal distribution.

Table 10: Perception and Level Categories Tests of Normality

Tests of Normality

		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Grade	Statistic	df	Sig.	Statistic	df	Sig.
PerceptionComposite	46-50	.095	59	.200*	.978	59	.365
	51-52	.069	43	.200*	.986	43	.884
	53-58	.113	31	.200*	.975	31	.666

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

According to the findings, there is a clear distinction between Categories 46-50 (mean = 112.05, standard deviation = 10.42), Categories 51-52 (mean = 106.23, standard deviation = 9.82), and Categories 53-58 (mean = 107.71, standard deviation = 8.22), which suggests that Categories have an impact on the perception of TM (F = (2, 130) = 4.76, p =.010).

4.7. Perception of TM and Compartment

57 employees from the Operation Department; 43 employees from the information technology département, 30 employees from the Marketing Department, and 10 employees from the General and Administration Department were involved in this study. An overall total of 140 employees from Cameroonian government and private organizations participated in this research.

In others words This study included 140 employees from Cameroonian government and private organizations. Participants were drawn from four departments: Operation (57 employees), Information Technology (43 employees), Marketing (30 employees), and General and Administration (10 employees).

Nb: **Homogeneity of divergence** refers to the similarity of the spread or variability of data across different groups or categories in one analysis. In simpler terms, it means the data points within each group are spread out to a similar degree.

The results of the Test for Homogeneity of Variance are shown in Table 11, which provide evidence that the homogeneity of variances is confirmed (F (3, 136) = 1.53, p =.210).

Table 11: Perception Tests of Homogeneity of Variances

Test of Homogeneity of Variances

PerceptionComposite

Levene Statistic	df1	df2	Sig.
1.530	3	136	.210

Based on the findings of the analysis of variance (ANOVA), which are shown in Table 12, it can be concluded that employees in certain departments do not demonstrate any significant variations in their perception of TM (F (3-136) = -1.81, p =.147).

Table 12: Perception Tests of Homogeneity of Variances

Test of Homogeneity of Variances

PerceptionComposite

Levene Statistic	df1	df2	Sig.
1.530	3	136	.210

Based on the findings of the analysis of variance (ANOVA), which are shown in Table 13, it can be concluded that employees in certain departments do not demonstrate any significant variations in their perception of TM (F (3-136) = -1.81, p =.147).

Table 13: Outcomes of Perception and Compartments ANOVA

ANOVA

PerceptionComposite

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	595.732	3	198.577	1.819	.147
Within Groups	14845.668	136	109.159		
Total	15441.400	139			

4.8. Perception of TM and Age

A total of 140 people from public and commercial organizations in Cameroon participated in this research. Among these individuals, 63 were between the ages of 25 and 34, 67 were between the ages of 35 and 44, and 10 were between the ages of 45 and 55. There were no workers present that fell within the age range that was provided. In Table 14, you will find a summary of the case. The histograms that illustrate the distribution of grades for each age grouping are shown in Figures 13, to 14, and 15 below. A representation of perception is shown along the horizontal axis, while periodicity is shown along the vertical axis.

This study analyzed data from a group of people, summarized in Table 14. The researchers created charts (histograms) to visualize this data, with one chart for each age group. These charts show how people's opinions ("perception") are distributed across different levels of frequency or repetition ("periodicity").

Table 14:Perception and Age Case Summary

Case Processing Summary

		Cases					
		Valid		Missing		Total	
	Age	N	Percent	N	Percent	N	Percent
PerceptionComposite	25-34	63	81.8%	14	18.2%	77	100.0%
	35-44	67	83.8%	13	16.3%	80	100.0%
	45-55	10	90.9%	1	9.1%	11	100.0%

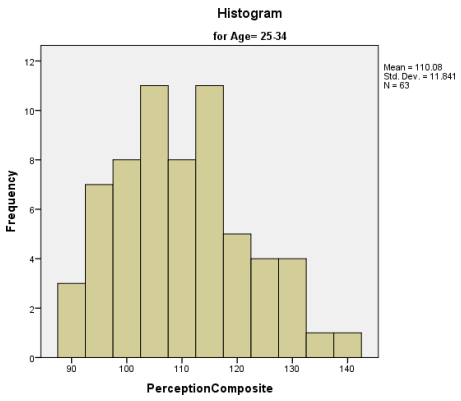


Figure 11:Perception and Age 25-34 Distributions

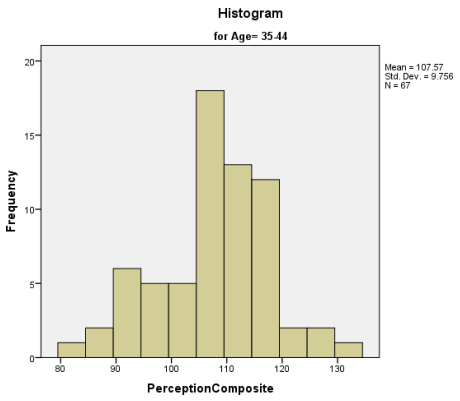


Figure 12 : Perception and Age 35-44 Distributions

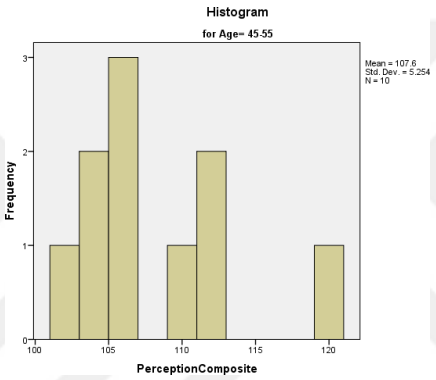


Figure 13 : Perception and Age 45-55 Distributions

All associated descriptive statistics for each of the Age Groups; 25-34, 35-44 and 45-55 sample distributions are shown in Table 15. Descriptive statistics" means it likely includes things like Measures of central tendency this tells you about the typical or average value in each age group, Common measures include, the average value, the middle value when the data is arranged in order, **t**he most frequent value,

The aggregated numerical data for the age groups 25-34,35-44, and 45-55 is shown in Table 15

Table 15:Descriptive Numeric for Perception and Age

Descriptives

	Age			Statistic	Std. Error
PerceptionComposite	25-34	Mean		110.08	1.492
		95% Confidence Interval for Mean	Lower Bound	107.10	
			Upper Bound	113.06	
		5% Trimmed Mean		109.76	
		Median		110.00	
		Variance		140.203	
		Std. Deviation		11.841	
		Minimum		90	
		Maximum		139	
		Range		49	
		Interquartile Range		17	
		Skewness		.380	.302
		Kurtosis		-.534	.595
	35-44	Mean		107.57	1.192
		95% Confidence Interval for Mean	Lower Bound	105.19	
			Upper Bound	109.95	
		5% Trimmed Mean		107.76	
		Median		109.00	
		Variance		95.189	
		Std. Deviation		9.756	
		Minimum		82	
		Maximum		132	
		Range		50	
		Interquartile Range		11	
		Skewness		-.395	.293
		Kurtosis		.409	.578
	45-55	Mean		107.60	1.661
		95% Confidence Interval for Mean	Lower Bound	103.84	
			Upper Bound	111.36	
		5% Trimmed Mean		107.28	
		Median		106.00	
		Variance		27.600	
		Std. Deviation		5.254	
		Minimum		102	
		Maximum		119	
		Range		17	
		Interquartile Range		8	
		Skewness		1.162	.687
		Kurtosis		1.202	1.334

The outcomes of the tests to determine normalcy are shown in Table 16. The results of the Shapiro-Wilk test for normality suggest that there are no significant deviations from the normal distribution of the data collected.

Table 16:Perception and Age Tests of Normality

Tests of Normality

		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Age	Statistic	df	Sig.	Statistic	df	Sig.
PerceptionComposite	25-34	.095	63	.200*	.974	63	.192
	35-44	.119	67	.021	.975	67	.186
	45-55	.220	10	.188	.896	10	.199

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Due to the fact that the results of Levene's test for uniformity of deviations are shown in Table 17, it can be concluded that uniformity of deviation is not guaranteed (F (2-137) = 4.656, p =.011). The Kruskal-Wallis Test was used as a result of the fact that this hypothesis was not upheld.

Table 17:Perception and Age Test of Uniformity of Deviation

Test of Homogeneity of Variances

PerceptionComposite

Levene Statistic	df1	df2	Sig.
4.656	2	137	.011

The results of the Kruskal-Wallis Test are shown in Tables 18 and 19 below. These tables show that there was no statistically significant difference between the various age groups, with an average grade score of 68.21 for those aged 25 to 34 and 62.95 for those aged 35 to 44. χ^2 (2) = 0.635, **p=.425).**

Table 18:Perception and Age Category Averag Grade

Ranks

	Age	N	Mean Rank
PerceptionComposite	25-34	63	68.21
	35-44	67	62.95
	Total	130	

Table 19:Perception and Age Kruskal-Wallis Test

Test Statistics[a,b]

	PerceptionComposite
Chi-Square	.635
df	1
Asymp. Sig.	.425

a. Kruskal Wallis Test
b. Grouping Variable: Age

4.9. Perception of TM and Number of Straight Reports

This research comprised a total of 33 supervisors from governmental and commercial entities in Cameroon. Of them, 17 have one direct report, five have six to ten direct reports, five have eleven to fifteen direct reports, and six have more than fifteen direct reports for their direct reports. The findings of the Shapiro-Wilk test for normality suggest that there is a significant departure from normality for managers who have between one

and five reports (W1-5 =.885, df = 17, p =.038) as opposed to those who have between six and ten reports, where there was no significant deviation seen.

Table 20:Perception and quantity of Reports Tests of Normality

Tests of Normality

		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Reports	Statistic	df	Sig.	Statistic	df	Sig.
PerceptionComposite	1-5	.178	17	.157	.885	17	.038
	6-10	.279	5	.200*	.876	5	.290
	11-15	.190	5	.200*	.958	5	.795
	15-100	.244	6	.200*	.914	6	.464

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Tables 21 and 22 below illustrate the results of the Kruskal-Wallis Test, which indicate that there is a significant numerical disparity between the number of direct reports a manager possesses and their perception of TM

Table 21:Perception and Quantity of Reports Average Grade

Ranks

	Reports	N	Mean Rank
PerceptionComposite	1-5	17	12.38
	6-10	5	23.30
	11-15	5	25.90
	15-100	6	17.42
	Total	33	

Table 22:Perception and Quantity of Reports Kruskal

Test Statistics[a,b]

	PerceptionComposite
Chi-Square	10.301
df	3
Asymp. Sig.	.016

a. Kruskal Wallis Test

b. Grouping Variable: Reports

4.10. Barriers to TM and Rank

There was a total of 131 employees from Cameroonian commercial and governmental organizations who participated in this survey. Of them, 59 were employed in Categories 46-50, 43 were employed in Categories 51-52, and 29 were employed in Categories 53-58. Table 23 is a summary of the case that was filed. Figures 16, 17, and 18 each provide histograms that illustrate the distributions of each compartment. These figures accordingly demonstrate the distributions. The vertical axis displays periodicity, while the horizontal axis depicts obstructions along the path. Simply said, this study involved 131 employees from different organizations in Cameroon. These employees were divided

into groups based on their job categories (likely related to their roles or responsibilities). to visualize some data collected from these employees, the researchers created charts called histograms. Each histogram shows the distribution of responses within a specific job category.

Table 23:Barrier and Ranks Case Synopsis

Case Processing Summary

		Cases					
		Valid		Missing		Total	
	Grade	N	Percent	N	Percent	N	Percent
BarriersComposite	46-50	59	88.1%	8	11.9%	67	100.0%
	51-52	43	81.1%	10	18.9%	53	100.0%
	53-58	29	87.9%	4	12.1%	33	100.0%

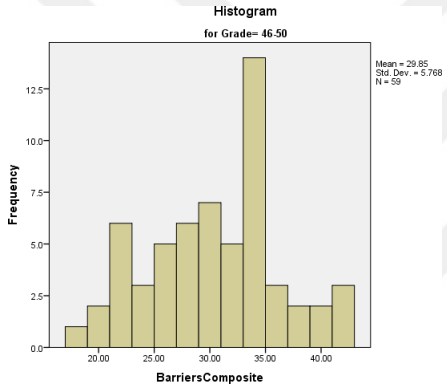


Figure 16 : Barriers and Rank 46-50 Repartition

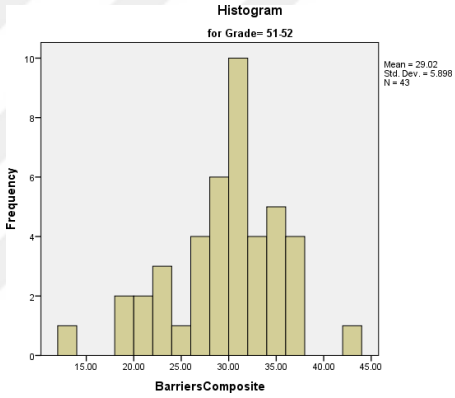


Figure 17 : Barriers and rank 51-52 Repartition

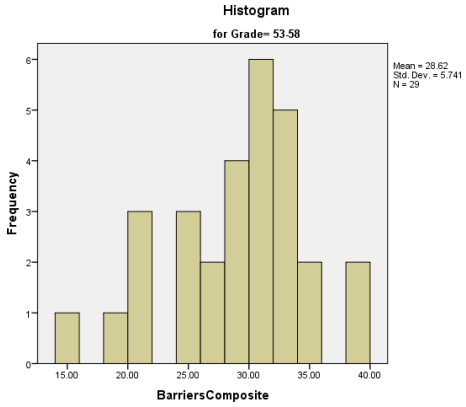


Figure 14:Barriers and Grades 53-58 Distribution

All pertinent explanatory information for each reporting category, including Ranks 46-50, Ranks 51-52, and Ranks 53-58, are shown in Table 24.

Table 24:Detailed statistics for Barriers and Ranks example repartitions

Descriptives

	Grade			Statistic	Std. Error
BarriersComposite	46-50	Mean		29.8475	.75093
		95% Confidence Interval for Mean	Lower Bound	28.3443	
			Upper Bound	31.3506	
		5% Trimmed Mean		29.8126	
		Median		30.0000	
		Variance		33.269	
		Std. Deviation		5.76797	
		Minimum		18.00	
		Maximum		42.00	
		Range		24.00	
		Interquartile Range		8.00	
		Skewness		.000	.311
		Kurtosis		-.504	.613
	51-52	Mean		29.0233	.89942
		95% Confidence Interval for Mean	Lower Bound	27.2082	
			Upper Bound	30.8384	
		5% Trimmed Mean		29.1705	
		Median		30.0000	
		Variance		34.785	
		Std. Deviation		5.89789	
		Minimum		13.00	
		Maximum		43.00	
		Range		30.00	
		Interquartile Range		6.00	
		Skewness		-.509	.361
		Kurtosis		.628	.709
	53-58	Mean		28.6207	1.06606
		95% Confidence Interval for Mean	Lower Bound	26.4370	
			Upper Bound	30.8044	
		5% Trimmed Mean		28.7318	
		Median		30.0000	
		Variance		32.958	
		Std. Deviation		5.74092	
		Minimum		15.00	
		Maximum		39.00	
		Range		24.00	
		Interquartile Range		8.00	
		Skewness		-.467	.434
		Kurtosis		.104	.845

As may be seen in Table 25, the outcomes of the normality tests are presented. According to the findings of the Shapiro-Wilk test for normalcy, there is not a substantial departure from the normal distribution.

Table 25:Barriers and Ranks Tests of Normality

Tests of Normality

		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Grade	Statistic	df	Sig.	Statistic	df	Sig.
BarriersComposite	46-50	.114	59	.053	.974	59	.231
	51-52	.129	43	.071	.965	43	.212
	53-58	.113	29	.200*	.958	29	.291

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

In place of the analysis of variance (ANOVA), the Levene's Test for Homogeneity of Variances was carried out in order to determine whether or not homogeneity is assumed. In accordance with the findings shown in Table 26, the homogeneity of variances has been validated with the results.

It can be shown from the analysis of variance calculation that is presented in Table 27 that the workers who are located inside the different compartments do not demonstrate any significant variations in their perception of TM.

Table 26:Barriers and Ranks Test of Homogeneity

Test of Homogeneity of Variances

BarriersComposite

Levene Statistic	df1	df2	Sig.
.089	2	128	.915

Table 27:Barriers and Ranks ANOVA

ANOVA

BarriersComposite

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	34.355	2	17.177	.510	.602
Within Groups	4313.431	128	33.699		
Total	4347.786	130			

4.11. Barriers to TM and Individuals Managers/Non- Individuals Managers

Within the scope of this research, a total of 137 individuals from Cameroon's commercial and governmental organizations participated. Of these individuals, 32 were Person Supervisors and 105 were Non-Person Supervisors. There is a summary of the case contained in Table 28. Simply said, this study involved 137 people working in businesses and government organizations in Cameroon. The researcher divided these participants into two groups:

- **Person Supervisors:** 32 people who likely manage or oversee other employees.

- **Non-Person Supervisors:** 105 people who likely do not have direct supervisory responsibilities.

Figure 19 and Figure 20 both have histograms that illustrate the distribution of categories for each report grouping. These histograms may be found in different locations. The vertical axis displays periodicity, while the horizontal axis depicts obstructions along the path.

Table 28:Barriers and Person Manager/Non-Person Manager Case Summary

Case Processing Summary

		Cases					
		Valid		Missing		Total	
	People Manager	N	Percent	N	Percent	N	Percent
BarriersComposite	Yes	32	88.9%	4	11.1%	36	100.0%
	No	105	79.5%	27	20.5%	132	100.0%

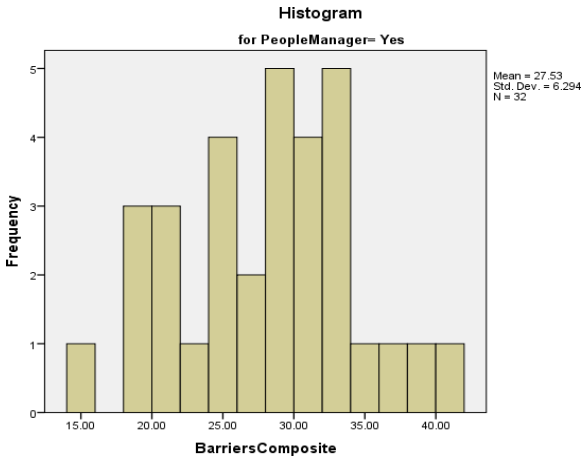


Figure 15:Barriers and People Manager/Non-People

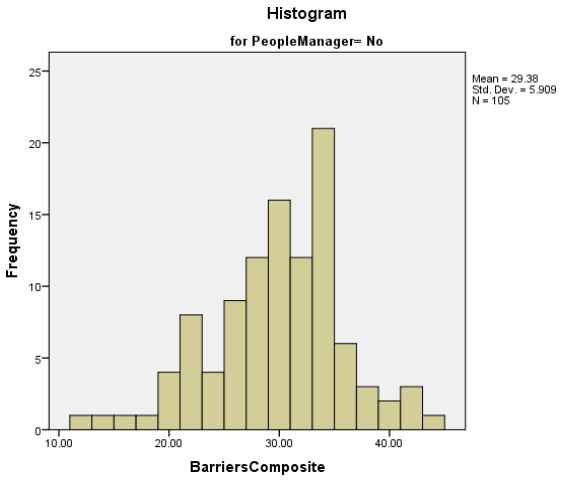


Figure 16: Barriers and People Manager/Non-People

All associated descriptive statistics for each of the reporting Groups; People Managers and Non-People Managers sample distributions are shown in **Table 29**

Table 29:Exhaustive Statistics for Barriers and Persons Manager/Non-Persons manager

Descriptives[a]

People Manager				Statistic	Std. Error
BarriersComposite	Yes	Mean		27.5313	1.11260
		95% Confidence Interval for Mean	Lower Bound	25.2621	
			Upper Bound	29.8004	
		5% Trimmed Mean		27.4931	
		Median		28.5000	
		Variance		39.612	
		Std. Deviation		6.29380	
		Minimum		15.00	
		Maximum		40.00	
		Range		25.00	
		Interquartile Range		9.50	
		Skewness		-.087	.414
		Kurtosis		-.549	.809
	No	Mean		29.3810	.57662
		95% Confidence Interval for Mean	Lower Bound	28.2375	
			Upper Bound	30.5244	
		5% Trimmed Mean		29.4868	
		Median		30.0000	
		Variance		34.911	
		Std. Deviation		5.90857	
		Minimum		12.00	
		Maximum		43.00	
		Range		31.00	
		Interquartile Range		7.00	
		Skewness		-.414	.236
		Kurtosis		.444	.467

a. There are no valid cases for BarriersComposite when People Manager = .000. Statistics cannot be computed for this level.

As may be seen in Table 30, the outcomes of the normality tests are shown. In the Shapiro-Wilk test for normalcy, the findings suggest that there are no substantial deviations from the normal distribution.

Table 30:Barriers and Persons Supervisors/Non-Persons Supervisor Tests of Normality

Tests of Normality[a]

		Kolmogorov-Smirnov[b]			Shapiro-Wilk		
	People Manager	Statistic	df	Sig.	Statistic	df	Sig.
BarriersComposite	Yes	.103	32	.200*	.977	32	.704
	No	.093	105	.025	.978	105	.085

*. This is a lower bound of the true significance.

a. There are no valid cases for BarriersComposite when People Manager = .000. Statistics cannot be computed for this level.

b. Lilliefors Significance Correction

In order to determine whether or not there are significant differences in Barriers to TM between those who are in management jobs and those who are not, a freelance Samples t-Test was used. This was done because to the absence of statistically significant

differences in normalcy. The results are shown in Table 31 down below. Due to the fact that the results of Levene's Test for Equality of Variances do not give sufficient evidence to reject the hypothesis of equal demographic variances (F =.476, p =.491), it is presumed that the demographic variances are equal. Tables 31 and 32 of the freelance Samples t-Test give inadequate evidence to imply that the obstacles to TM vary between Persons Managers and Non-Persons Managers. This is demonstrated by the fact that the findings of both tables are.

Table 31:Barriers and Persons Manager Categories Statistics

Group Statistics

	People Manager	N	Mean	Std. Deviation	Std. Error Mean
BarriersComposite	Yes	32	27.5313	6.29380	1.11260
	No	105	29.3810	5.90857	.57662

Table 32:Barriers and Persons Manager freelance Samples t-Test

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
BarriersComposite	Equal variances assumed	.476	.491	-1.527	135	.129	-1.84970	1.21139	-4.24547	.54606
	Equal variances not assumed			-1.476	48.839	.146	-1.84970	1.25314	-4.36819	.66879

4.12. Responsibility of TM and Rank

A total of 131 employees from Cameroon's commercial and governmental organizations participated in this research. Of them, 59 were classified as belonging to the 46-50 category, 43 were classified as belonging to the 51-52 category, and 29 were classified as belonging to the 53-58 category. There is a summary of the case contained in Table 33. The histograms that illustrate the distributions of each compartment are shown in Figures 21, 22, and 23, respectively. An illustration of periodicity is shown along the vertical axis, whereas accountability is shown along the horizontal axis.

Table 33:Responsibility and Categories Case synopsis

Case Processing Summary

		Cases					
		Valid		Missing		Total	
	Grade	N	Percent	N	Percent	N	Percent
ResponsibilityComposite Score	46-50	59	88.1%	8	11.9%	67	100.0%
	51-52	43	81.1%	10	18.9%	53	100.0%
	53-58	29	87.9%	4	12.1%	33	100.0%

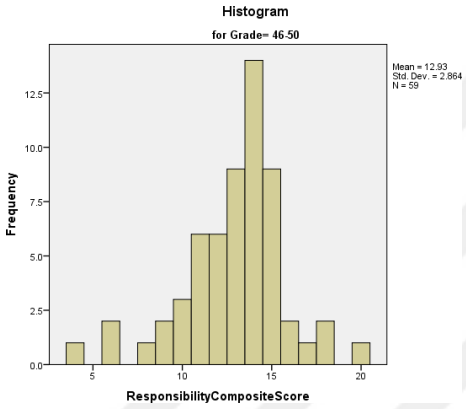


Figure 17:Responsibility and Grade 46-50 Distribution

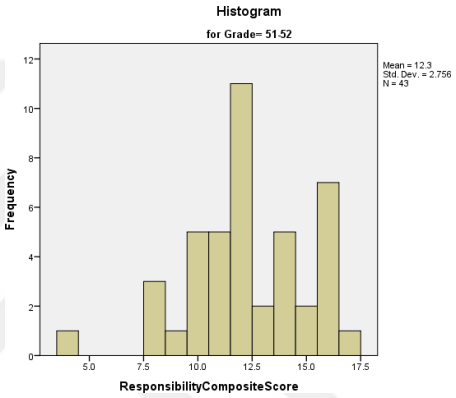


Figure 18:Responsibility and Grade 51-52 Distribution

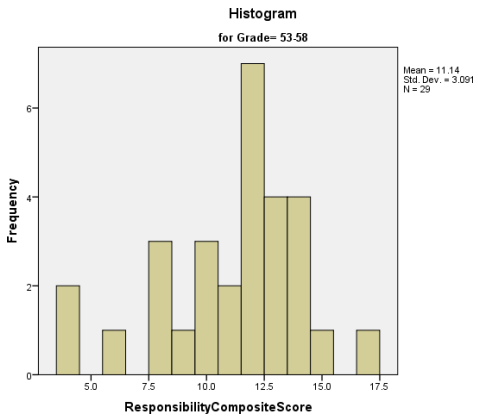


Figure 19:Responsibility and Grade 53-58 Distribution

All associated descriptive statistics for each of the reporting Groups; Grades 46-50, Grades 51-52, Grades 53-58 sample distributions are shown in **Table 34**.

Table 34:Depictive Numeric for Accountability and Ranks

Descriptives

	Grade			Statistic	Std. Error
ResponsibilityComposite Score	46-50	Mean		12.93	.373
		95% Confidence Interval for Mean	Lower Bound	12.19	
			Upper Bound	13.68	
		5% Trimmed Mean		13.04	
		Median		13.00	
		Variance		8.202	
		Std. Deviation		2.864	
		Minimum		4	
		Maximum		20	
		Range		16	
		Interquartile Range		4	
		Skewness		-.691	.311
		Kurtosis		1.617	.613
	51-52	Mean		12.30	.420
		95% Confidence Interval for Mean	Lower Bound	11.45	
			Upper Bound	13.15	
		5% Trimmed Mean		12.41	
		Median		12.00	
		Variance		7.597	
		Std. Deviation		2.756	
		Minimum		4	
		Maximum		17	
		Range		13	
		Interquartile Range		3	
		Skewness		-.474	.361
		Kurtosis		.579	.709
	53-58	Mean		11.14	.574
		95% Confidence Interval for Mean	Lower Bound	9.96	
			Upper Bound	12.31	
		5% Trimmed Mean		11.24	
		Median		12.00	
		Variance		9.552	
		Std. Deviation		3.091	
		Minimum		4	
		Maximum		17	
		Range		13	
		Interquartile Range		4	
		Skewness		-.762	.434
		Kurtosis		.496	.845

As may be seen in Table 35, the outcomes of the normality tests are shown. The results of the Shapiro-Wilk test for normalcy reveal that there is a statistically significant departure from the norm. That being the case, a Kruskal-Wallis Test was carried out.

Table 35:Responsibility and Categories Tests of Normality

Tests of Normality

		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Grade	Statistic	df	Sig.	Statistic	df	Sig.
ResponsibilityComposite Score	46-50	.154	59	.001	.942	59	.007
	51-52	.148	43	.018	.946	43	.044
	53-58	.196	29	.006	.934	29	.070

a. Lilliefors Significance Correction

The results of the Kruskal-Wallis Test are shown in Tables 36 and 37 below. These tables show that there is a statistically significant difference between the various Rank categories. The mean rank score for Grades 46-50 is 74.49, while the mean rank score for Grades 51-52 is 64.17, and the mean rank score for Grades is 51.43.

Table 36:Accountability and Grade Mean Rank

Ranks

	Grade	N	Mean Rank
ResponsibilityComposite Score	46-50	59	74.49
	51-52	43	64.17
	53-58	29	51.43
	Total	131	

Table 37:Accountability and Grade Kruskal-Wallis Test

Test Statistics[a,b]

	ResponsibilityCompositeScore
Chi-Square	7.442
df	2
Asymp. Sig.	.024

a. Kruskal Wallis Test

b. Grouping Variable: Grade

4.13. Responsability of TM and Individuals Manager/Non-Individuals Manager

Within the scope of this research, a total of 137 individuals from Cameroon's commercial and governmental organizations participated. Of these individuals, 32 were Person Supervisors and 105 were Non-Person Supervisors. The summary of the case is shown in Table 38. Figures 24 and 25, respectively, provide histograms that illustrate the distribution of each compartment for the purpose of comparison. An illustration of periodicity is shown along the vertical axis, whereas accountability is shown along the horizontal axis.

Table 38:Accountability and Individuals Managers/Non-Individuals Managers Case Synopsis

Case Processing Summary

		Cases					
		Valid		Missing		Total	
	People Manager	N	Percent	N	Percent	N	Percent
ResponsibilityComposite Score	Yes	32	88.9%	4	11.1%	36	100.0%
	No	105	79.5%	27	20.5%	132	100.0%

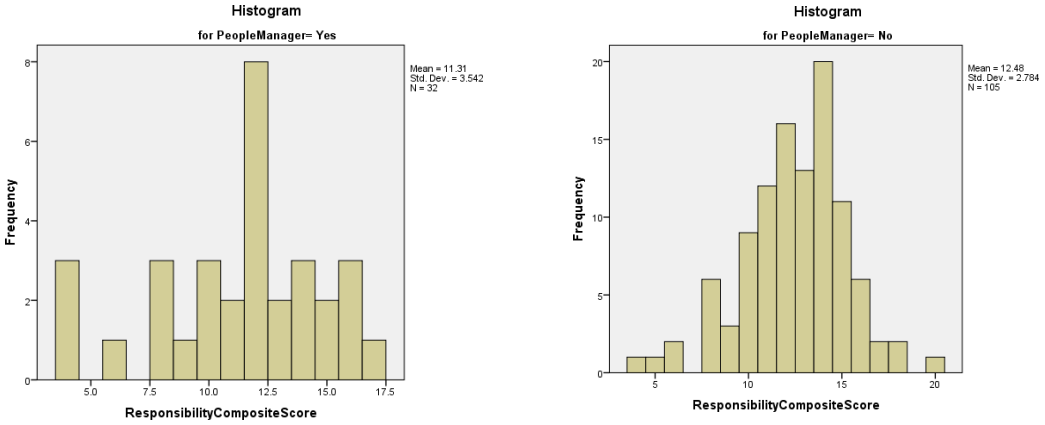


Figure 20:Responsibility and Non-People Manager

All associated descriptive statistics for each of the People Manager and Non-People Manager sample distributions are shown in **Table 39**.

Table 39:Accountability and Persons Manager/Non-Persons Manager Depictive

Descriptives[a]

People Manager				Statistic	Std. Error
ResponsibilityComposite Score	Yes	Mean		11.31	.626
		95% Confidence Interval for Mean	Lower Bound	10.04	
			Upper Bound	12.59	
		5% Trimmed Mean		11.42	
		Median		12.00	
		Variance		12.544	
		Std. Deviation		3.542	
		Minimum		4	
		Maximum		17	
		Range		13	
		Interquartile Range		5	
		Skewness		-.610	.414
		Kurtosis		-.126	.809
	No	Mean		12.48	.272
		95% Confidence Interval for Mean	Lower Bound	11.94	
			Upper Bound	13.02	
		5% Trimmed Mean		12.54	
		Median		13.00	
		Variance		7.752	
		Std. Deviation		2.784	
		Minimum		4	
		Maximum		20	
		Range		16	
		Interquartile Range		3	
		Skewness		-.432	.236
		Kurtosis		.714	.467

a. There are no valid cases for ResponsibilityCompositeScore when People Manager = .000. Statistics cannot be computed for this level.

As may be seen in Table 40, the outcomes of the normality tests are shown. According to the findings of the Shapiro-Wilk test, there is a departure from the normal distribution. Therefore, a Mann-Whitney U-test was used in this study.

Table 40:Accountability and Persons Manager/Non-Persons Manager Tests of Normality

Tests of Normality[a]

		Kolmogorov-Smirnov[b]			Shapiro-Wilk		
	People Manager	Statistic	df	Sig.	Statistic	df	Sig.
ResponsibilityComposite Score	Yes	.171	32	.019	.938	32	.064
	No	.108	105	.004	.972	105	.025

a. There are no valid cases for ResponsibilityCompositeScore when People Manager = .000. Statistics cannot be computed for this level.

b. Lilliefors Significance Correction

The findings of the Mann-Whitney U-test were reported in Tables 41 and 42. These tables showed that there was no statistically significant difference between Persons Managers and Non-Persons Managers, with the average rank scores being 59.70 and 71.83, respectively. Simply said, we looked for differences between Persons Managers and Non-Persons Managers. We used a special test called the Mann-Whitney U-test. The results are in Tables 41 and 42. The test showed no big difference between the two groups.

Table 41:Responsibility and Persons Supervisor Mean Rank

Ranks

	People Manager	N	Mean Rank	Sum of Ranks
ResponsibilityComposite Score	Yes	32	59.70	1910.50
	No	105	71.83	7542.50
	Total	137		

Table 42:Responsibility and Persons Supervisor

Test Statistics[a]

	ResponsibilityCompositeScore
Mann-Whitney U	1382.500
Wilcoxon W	1910.500
Z	-1.525
Asymp. Sig. (2-tailed)	.127

a. Grouping Variable: People Manager

4.14. TM Possibilities Ranking outcome

The results of the response to the Category 4 rating question are shown in Table 43 below. A total of 137 individuals responded to the survey and ranked the TM alternatives from most favorable to least advantageous. Appendix 3 contains the whole calculation in its entirety. Partakers of the study answered a question about TM alternatives. They ranked

their choices from best to worst. You can see the results in Table 43. Appendix 3 has all the math behind the results.

Table 43:Outcomes of Category 4 Ranking Questions with Regards to Most Advantageous TM Possibility

Rank	TM opportunities	Total
1	Formal Training	645
2	Reward/Pay	672
3	Career Planning/ Advice	730
4	Special Project	755
5	Mentoring	772
6	Coaching	787
7	Feedback session	797
8	Senior Management Support	819
9	Internal Secondments	1064
10	Job Rotation	1088
11	External/Internal Secondment	1133
12		1502

4.15. Study Outcomes

Table 44 below shows the results of a Google search for the phrase "TM" conducted in January, July, and August 2015

Table 44:Google Search Outcomes for the Term "TM"

Month and Year Search Implemented	**January 2015**	**July 2015**	**August 2015**
Amount (Millions)	32.1	41.2	44

4.16. DISCUSSION

The percentage of people that responded to the survey was 37% (137 out of 370), which is in good agreement with the mean response rate of 35.7% that was expected by Baruch and Holtom (2008). 63% of the total population, or 233 out of 370 people, did not respond to the survey. When it comes to survey research, Cook, Heath, and Thompson (2000) argue that response representativeness is more essential than answer rate. However, they also point out that answer rate is crucial if it has an effect on representativeness. A study conducted by Rogelberg and colleagues in the year 2000 discovered that workers who decline to take part in a personnel survey had a higher likelihood of quitting their jobs, a lower level of participation in the organisation, and worries about the management of the organization's data, such as a lack of reaction to criticism. Additional research with a response rate of 33% investigated a number of individuals who did not reply to the questionnaire and the reasons for their lack of response. These reasons included, among other things, the fact that they were too busy or that they considered the questionnaire to be irrelevant (Fenton-O'Creevy, 1998).

The major purpose of this research was to investigate the perception of TM inside Cameroonian organisations, both those that are governmental and those that are private. The motivations for this investigation stem from a gap in the literature regarding TM from the perspective of personnel managers or those previously subjected to intensive TM (CIPD, 2010), challenges within the recruitment market, skill shortages, advancing technologies, and changing demographics (Brightwater, 2014; Deloitte Consulting LLP, 2014; Accenture, 2013), as well as the endeavour to develop appropriate metrics for analysing TM to address the existing literature gap.

Currently, the business market is marked by a "war for talent" (Chambers et al., 1998), which makes employment prospects worldwide competitive. This is because organisations are actively competing for persons owing to a talent shortage in numerous industries (CIO, 2012). In light of these concerns, it would seem that TM ought to be adopted in order to make it possible for institutions to make full use of their present talent and to recruit talent in the future. Despite this, the bulk of the research that have been published on the subject have approached it from either a management perspective or from the perspective of persons who are currently undergoing rigorous training and development (CIPD, 2010; Mellahi and Collings, 2010; Blass, Knights, and Orbea, 2008). It is the purpose of this modern research to fill up such a vacuum in the existing literature.

4.17. Perception of TM

The study indicates that TM is likely to be a strong option among senior managers (PwC, 2014). However, in order to develop a strategy that is universally efficient, it is necessary to exert influence over all levels of the institutions (Ashton and Morton, 2005). By classifying the organisations in Cameroon according to their hierarchical structure, this research investigated whether or not there is a difference in the viewpoint of TM among Senior Leadership, and others within Cameroon's public and commercial institutions. The outcomes of this research suggest that there are considerable differences in the views of TM held by individuals working at various levels of the organisation, including those in senior leadership, middle leadership, and entry level/specialist positions. In spite of the fact that previous research (PwC, 2014; Ashton and Morton, 2005) reveals that Chief Managers are more likely to prefer TM, this study takes a novel approach by taking into account all levels inside the businesses. Those who are at lower levels (46-50) have a greater sense of TM than those who are in upper-level categories, which include Middle and Senior leadership (51-52, 53-58). This is shown by the moderate significance within the clustering, which suggests that those at lower levels have stronger TM. This is in direct opposition to the findings of the study, which indicate that chief executive officers and senior management place a high value on TM (PwC, 2014; McGee, 2006; Chambers et al., 1998). The findings indicate that Senior leadership (Grades 53-58) has a more positive opinion of TM in comparison to Middle leadership (Grades 51-52), which suggests that there may be a possible disparity that has to be taken into consideration when putting any plan into action.

In order to guarantee consistency across all levels of education, educational establishments could decide to put money on coaching and promoting TM. There is a possibility that the strategy will not be adequate and will finally fail if Upper Leadership is totally committed to the TM approach, but Middle Leadership is not completely dedicated to the technique. According to CIPD (2010a) and Ashton and Morton (2005), chief managers are required to take the initiative in regards to all processes, with the assistance of line managers. It is possible that in the long run, organisations would anticipate designating TM as a main duty within any personnel leadership post and providing supervisors with the resources required to improve their staff. These resources may include additional persons to reduce the burden of supervisors or personnel leaders who are devoted to the task.

It's possible that employees working below the Middle or Senior Leadership level in the organisation have a greater level of excitement for TM than their superiors and executives are aware of. Different generations, such as Generation Y, are characterised by a variety of distinct features.

According to Guthridge, Komm, and Lawson (2008) and Martin (2005), individuals place a high value on responsibility, rapid reactions, and a strong readiness to change professions, provided that their expectations are satisfied. There exists a likelihood that these anticipations are transforming into a definite responsibility that organisations are anticipated to perform.

In light of this, and in conjunction with the modification of demographic data as a result of the growing average age of the Cameroonian population (CSO, 2014; CSO, 2013b) and the trends of emigration (Glynn, Kelly, and MacEínrí, 2013), both public and private institutions in Cameroon are actively searching for methods to improve and keep exceptional talent (Brightwater, 2014). It is reasonable to anticipate that various age groups within Cameroon's commercial and governmental organisations would have varied insights into TM. This is because of the numerous ambitions that exist within these companies. On the other hand, the findings reveal that there are no differences across the age groups, which supports the hypothesis that they have comparable experiences with TM. The earlier idea that generations would elevate the impression of TM at lower levels would be effectively eliminated if this outcome were to occur.

If senior managers have a preference for TM (PwC, 2014) and there is a disparity between levels and perceptions, then it is possible to deduce that there is a connection between the perception of TM and the distinction between Persons Supervisors and Non-Persons Supervisors. Both Persons Supervisors and Non-Persons Supervisors seem to have a comparable grasp of TM, according to the findings of this research, which indicated that there is limited evidence to imply that the perception of TM differs between their respective categories.

The question of whether or whether different sectors within Cameroon's governmental and business organisations have different perspectives of TM is a very important one to investigate. Nevertheless, there were no differences found amongst the compartments that were examined. The significance of this lies in the fact that it indicates that all employees working inside Cameroon's public and private organisations, whether they are directly engaged in a Compartment or not, have a same perspective on transition management, which may have implications for the implementation of TTM strategies.

Despite the fact that the outcomes of this research indicate that there is no variation within compartments, they do show that leaders who have an accurate record of 11-15 have a greater feeling of TM in comparison to leaders who have lower or higher recording rankings. Leaders who were rated between 6 and 10 in their recording classification were put in the second position, those who were ranked between 11 and 15 were placed in the third position, and leaders who were ranked between 1 and 5 were placed in the last position. This does not explain why leaders with a greater number of recordings (11-15) had a better vision, despite the fact that time is described as a barrier in the research that has been done (Guthridge et al., 2008).

Due to the increased number of employees that they are responsible for, team managers can have less time to devote to the development of each individual. When compared to other clusters, leaders who have a lower record count (between one and five) have a less favourable image of Time Management. It is possible that supervisors who have a greater number of records have received more broad experience or knowledge, which has led to a greater familiarity with TM procedures and an appreciation of the significance of increasing their own record status.

4.18. Barriers

There are a number of challenges that are experienced in the process of global talent management. Some of these challenges include time, mobility (Guthridge and Komm, 2008), consistency (Guthridge and Komm,), commitment (Salin, 2003), and TM in international businesses.

In the event that there are impediments to technology management (TM) inside an organisation, senior management and human resources should research ways to overcome these impediments in order to support an effective technology management strategy. Time, mobility, consistency, and commitment were the four concerns that were highlighted in the literature analysis, and the Barriers to TM scale that was employed in this research focused on those characteristics. It seems that these obstacles have an effect on all levels of the institutions; for example, a person who is hesitant to move to a new post while being an excellent fit, or a supervisor who does not have the time to grow their team.

In this research, the perceived hurdles at several institutional levels were explored. These levels included Chief Leadership, which ranged from 53 to 58, Middle Leadership, which ranged from 51 to 52, and Entry Level/Specialists, which ranged from 46 to 50. Additionally, the study compared Person Supervisors to Non-Persons Supervisors. There are a number of challenges that leaders could face, including time limits or the idea that their supervisor is not entirely devoted to their growth. In spite of this, the findings suggest that there are no discernible differences between the different degrees of clustering or between personnel supervisors and non-personnel supervisors. The fact that this is the case shows that there are no significant difficulties that are met at any specific grade within the institutions, nor are there any perceived blockages present between Person Supervisors and Non-Person Supervisors. There is a contradiction between this and the literature.

4.19. Responsibility

However, the study indicates that some CEOs have not taken this fundamental step concerning strategy, despite the fact that they are aware of the need of strategic establishment (PwC, 2014). The TM approach must begin at the highest level of the organisation and be disseminated to all levels of the organisation (Ashton and Morton,

2005). Despite the fact that supervisors are essential to the process of identifying possible successors (CIPD, 2014a) and maintaining the overall coherence of any plan (CIPD, 2010), Human Resources seems to play a significant part in Talent Management (TM). In spite of the fact that talent supervisors and human resources professionals feel that workers should accept responsibility for their own development (CIPD, 2010), more than ten percent of people working in the private sector believe that accountability resides with their Chief Executive Officer or with another person.

According to the results of this research, there is a significant gap between the clustering levels that exist inside the organisation. These levels include Chief Leadership (levels 53-58), Middle Leadership (levels 51-52), and Entry Level/Specialists (levels 46 fifty). This may be a reflection of the research and conclusions of the CIPD study (2010), which states that some employees feel that their chief leader or another person is accountable for their growth, while top leadership believes that individuals are responsible for their own development. Despite this, the results of this research showed that there was no difference between Persons Supervisors and Non-Persons Supervisors, which suggests that all groups had a similar attitude about accountability for Transportation Management. The significance of these results lies in the identification and resolution of any inconsistencies regarding the responsibility for employee development. It is possible that the person will not be able to achieve the growth that they need or expect if access is confined to just the company, human resources, or senior leadership. In the same vein, if employees are allowed to exercise their own liberty, the advancement may be overly sluggish or too swift.

4.20. TM Opportunities Grading Outcomes

Insight about the needs that individuals working for Cameroon's commercial and governmental bodies have regarding TM prospects may be gained from the findings of the category 4 Grading assessment. Formal Training, Reward/Compensation, and Career Planning/Guidance should each be evaluated using a grading system, with first, second, and third being the rankings, respectively.

The assessments for particular projects in grade four were much higher than those for counselling and tutoring in grades five and six, which was a surprising development. The results of this study might be used to guide the formation of a TM strategy that places a

higher priority on the development of skills than on counselling and tutoring. Alternatively, institutions could choose for focused initiatives rather than internal or external secondments in order to make progress.

4.21. Study Outcomes

For the purpose of this research, which was based on the results of Lewis and Heckman (2006), the question of whether the word "TM" indicates an expanding domain or only a fleeting trend was investigated. A fad is a concept that achieves fast popularity, maintains that prominence for a small amount of time, and then experiences a precipitous decrease in interest and significance, according to the definition provided by Miller, Hartwich, and Le Breton-Miller (2004) that was published in 2004.

A Google search that was carried out in January 2015 for the phrase "TM" resulted in more than 32.1 million hits. In July 2015, the same query generated more than 41.2 million accesses, and in August 2015, it created more than 44 million.

Because of the steady improvement in its reputation during the 1990s, this description gives the impression that TM may be transitioning into a phenomenon that will endure rather than a fad that would only continue for a short period of time.

4.22. Restrictions

The lack of a well-established TM scale in the existing body of research, which might have been used in this current examination, is a key limitation of our study. As a consequence of this, a questionnaire was designed to assemble three scales that have the potential to provide fresh evidence in the field of technology. To get the best possible results, the three scales must to be subjected to a thorough approval and factor analysis approach. In spite of this, the implementation of this for modern research would be made easier by the scheduling and sample size considerations.

It has been suggested that the lack of scales in TM might be attributed to the fact that it comprises an extremely broad domain that includes a number of aspects of HR practice. It is necessary to have a full awareness of the whole employee lifecycle, the job market and the changing value of "talent" and "TM" across various institutions. As a result, it is necessary to have individualised methods rather than a universal answer.

The survey that was utilised for this investigation had more than seventy questions and showed an incomplete response rate of 18%. This indicates that a substantial amount of data was not able to be used for this particular investigation. Integrated within the questionnaire instrument is a graphical representation of the progress making. There is no recommendation made by Dillman, Smyth, and Christian (2014) for the use of any graphical progress metrics in the field of research. According to Heerwegh and Loosveldt (2006), those who do not finish the questionnaire should not be made to feel bad about themselves; rather, the fact that the questionnaire is so lengthy is what causes participants to feel demoralised. Disclosure of the amount of time that is provided for the completion of the questionnaire has the potential to affect the response rate. According to Crawford, Couper, and Lamias (2001), a longer amount of time spent completing the questionnaire is associated with a greater incidence of absenteeism. The fact that this poll had more than seventy items might have been an issue.

5. CONCLUSION

In order to fill the vacuum in the existing body of literature about TM, the present research was carried out. There is no study that extensively explores this domain within Cameroon's public and commercial institutions from the point of view of an employee, and there are no validated scales that can be used to evaluate this domain. This is despite the fact that there is an apparent relevance of technology management to senior management and that it is continuing to expand as a subject of interest.

This study's primary objective was to gain an understanding of the perception of technology management (TM) within different levels of public and private institutions in Cameroon. Additionally, the research aimed to determine whether there is a reduction in the value of TM from the Chief Leadership down through the organisation across different groupings (Chief Leadership, Grades 53-58; Middle Leadership, Levels 51-52; and Entry Level/Specialists, Levels 46-50). This investigation also sought to distinguish between Leaders and Non-Leaders, departments, age demographics/generations, and the number of individuals within the hierarchy. This included a number of sub-purposes, such as determining whether or not individuals have different perceptions regarding ultimate accountability for TM within an organisation, as well as determining whether or not barriers to TM are encountered by Chief Leadership, Middle Leadership, Entry Level/Specialists, and whether or not there are differences between People Leaders and Non-People Leaders.

According to the results of this research, which contradict the existing body of literature, the perception of TM is more evident at lower levels (46-50) of the organisation, despite the fact that Top Managers place a high value on TM. As a consequence of this, Middle Leadership seems to have a lower perception in comparison to Chieh Leadership, which indicates that there may be a disparity. It is necessary for every strategy to have the backing of the main leadership and to be implemented across the whole organisation for it to be successful. In the event that this support does not reach the middle leadership, it will be incompatible with the lower tiers of the institutions, which will most likely result in an undervaluing of TM. Although there were differences found within the Level clustering, there were no differences found between Persons Leaders and Non-Persons Leaders, Compartments, or Age Clustering. The Age Clustering seems to be in conflict with the information that is already available in the literature since it implies that various

generations have different expectations and evaluate certain elements; however, this was not seen in this research.

Leaders who are in charge of 11–15 people have a more robust vision of transformational leadership, whilst those who are in charge of 1–5 people have the least sense of the concept. It is interesting to note that the number of people who are inside a leader's chain of command displays statistical fluctuations. In light of what was said before, it is possible that this is because those who hold higher ranks in their chain of command have greater expertise in managing TM.

The twin sub-objectives of this research were to explore whether or not obstacles were faced at any level of the institutions and to determine whether or not there were disparities among the different levels of the institutions with respect to responsibility for TM.

It was shown that there were no significant differences between class Clustering or between Person Supervisors and Non-Person Supervisors in terms of barriers. Considering that any obstacles that are faced would hinder any process, it is important to overcome them.

Based on the findings of this study, there were substantial differences in the class clustering of institutions with regard to accountability. These differences show that institutions may see fewer external parties, such as human resources, senior leadership, or direct supervisors, as being accountable for performance management. A comparison of Persons Supervisors and Non-Persons Managers revealed no significant differences between the two groups.

5.1. Inferences

TM includes a wide range of topics. Given that it involves a number of different dimensions of human resources, it is difficult to limit it to a single scale. Setting up a scale, on the other hand, might possibly make it possible for organisations to develop and alter their TM strategies so that they are in line with the specific culture and environment of their organisation. It is possible that it will make it possible to identify and rectify any inconsistencies for the purpose of developing an efficient strategy.

It is possible that TM is an expensive method, depending on the methodology that is used. It is possible to hypothesize that individuals who are not fully committed to the TM

approach or who do not want to be involved would be marginalized in the event that an organisation decides to adopt a TM strategy that is totally inclusive.

Consequently, it would be a waste of money economically. There will be additional charges related with current advances, whether they belong to internal or external training, or the particular amount of time that is committed by another person. These costs will be in addition to the prices that have already been mentioned. One of the most important concerns is the expense involved in improving the abilities of all persons as opposed to concentrating on a small number of high-achievers. However, if a design that is particularly unique is employed, it may separate individuals while disregarding others who have the potential to attain great levels of success. Developing and retaining employees from inside an organisation will unquestionably result in cost savings and the creation of a great environment for employees to work in. While working to improve a TM strategy, it is necessary to take into consideration whether an exclusive or inclusive pattern should be used. Despite the fact that an organisation could have the intention of implementing an inclusive model, it might not have the financial means necessary to accomplish this goal. However, it is crucial to understand that a well-designed strategy may considerably enhance the attractiveness and retention of workers. Although it is difficult to anticipate the return on investment for any TM plan, it is necessary to acknowledge that this is the case.

Matters that need improvement throughout the course of time are referred to be TM projects. For instance, individuals who are part of a TM agenda may achieve advancements over the course of many years inside a talent pipeline and be included on a succession plan for a leadership position. Therefore, in order to build appropriate strategies for TM, it is necessary to have a solid understanding of the direction the company is heading in and its long-term goals.

An individual's attraction, appraisal, growth, and management are all included in the TM circle's scope of responsibility. Should an establishment have the intention of participating in TM, it is required to do so at each of these degrees. One additional approach to attracting talented individuals is to nurture the supervisor title, which may be an activity that is expensive to do. When it comes to talent evaluation, the use of metrics is required, which may result in large expenditures connected with talent management systems. Improving individuals may be expensive and waste resources if done well. The

results of this research reveal that formal training and remuneration are the most advantageous choices, despite the fact that both of these alternatives involve large financial expenditures. However, the alternative may eventually prove to be more expensive since it renders the institution uncompetitive and undermines its ability to execute its business goals. In general, trademark strategies may need a significant financial investment.

Given that the word itself exhibits steady progress year after year, it seems that the future of TM is unquestionable. It will be necessary for Cameroonian institutions, both public and commercial, to undergo transformations in the event that they continue to face problems and shortages of expertise, such as changing demographics, globalisation, and technological improvements.

Competitiveness may be maintained by modification. It is necessary to undertake new efforts in order to recruit and retain exceptional talent, while also gaining an awareness of the unique characteristics that inspire professionals working inside Cameroon's institutions. If there is a high-potential person inside the company who has the ability to eventually transition into a crucial function in the future, then there is no reason not to improve and keep employing these people. The present labour market in Cameroon is one in which TM is very necessary. On the other hand, organisations need to maintain vigilance in order to continually modify and enhance their strategies.

5.2. Recommendations for Upcoming Studies

Considering that there are no validated TM measures in the existing body of research, a complete approval of these scales might be a feasible second step after the completion of this study. Following the acceptance of the scales, institutions have the opportunity to use them in order to reevaluate their existing position and work towards improving any areas that reveal differences.

It is possible that conducting a thorough analysis of knowledge management techniques, using both quantitative and qualitative methods, might result in the collection of very important data for the purpose of improving these practices and, eventually, could give insights into how to handle the issues of recruitment that are encountered by institutions in the labour market. In addition to this, it has the potential to better people's dedication to their work and to make retention easier. A few of the findings in this investigation

produced contradictory outcomes; hence, it would be advantageous to conduct a more extensive study in order to arrive at more conclusive findings.

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APPENDIX 1

Perception of Talent Management in Cameroon's Publics and private institutions

As part of my Masters in Business Administration with Tokat Gaziosmanpasa University of Turkey, I am completing a study on how talent management is perceived in Cameroon's public and private institutions. As part of this, I would kindly ask that you take some time to complete this survey. Your contribution will be invaluable to my research and I appreciate you taking the time to complete this.

The responses received will be anonymous and confidential. Your name will not be collected at any point. You can withdraw from this survey at any time. The survey should take less than 10 minutes to complete. If you have any questions, please feel free to contact me:

There are questions in the present

Group 1

1-[G1Q1] What is your gender?

Please choose **only one** of the following:

- ❖ Female
- ❖ Male

2-[G1Q2] What is your age?

Please choose **only one** of the following:

- ❖ 18-24
- ❖ 25-34
- ❖ 35-44
- ❖ 45-55

- ❖ 55-64
- ❖ Age 65 or older

3-**[G1Q3] What is your education level? ***

Please choose **only one** of the following:

- ❖ Completed Secondary/High School
- ❖ College Diploma/Cert
- ❖ Bachelor's Degree
- ❖ Master's Degree
- ❖ PHD
- ❖ Some college, did not complete
- ❖ Other

4-[G1Q4] What is your marital status?

Please choose **only one** of the following: Single

- ❖ Married
- ❖ Separated
- ❖ Divorced
- ❖ Widowed
- ❖ Cohabiting
- ❖ Other

5-[G1Q5] What is your business unit?

Please choose **only one** of the following:

- Operations
- IT
- Marketing
- G&A

6- [G1Q6] What compartment do you work in?

Please choose **only one** of the following:

- QA
- Web Development
- Maintenance
- Monitoring and Evaluation
- Engineering Services
- Infrastructure
- Release and Admin
- Game System
- Database
- Web Gaming
- Editing
- Services Development

7- **[G1Q7] Are you an individual manager?**

Please choose **only one** of the following:

- Yes

❖ No

8- **G1Q8] What is your current grade?**

Please write your answer here

9- **[G1Q9] How many individuals are in your reporting line?**

Only respond this question if the conditions bellow are met:

Answer was 'Yes' at question '7 [G1Q7]' (Are you a people manager?) Please choose **only one** of the following:

- 1-5
- 6-10
- 11-15
- +15

Group 2

10-[G2Q1] Group 2

Please choose the suitable answer for each item:

Strongly Agree, Agree, Neither Agree or Disagree, Disagree, Strongly Disagree

P1 The institution grows high potential individuals.

P2 The institution is developing upcoming managers/leaders

P3 I am aware of the notion “talent management”.

P4 The institution is keeping key employees.

P5 The yearly performance review rewards good performance.

P6 The institution is meeting future skill requirements of the institution.

P7 The institution is drawing and hiring key people.

P8 Resolution have been made about my growth without my knowledge.

P9 I am happy to work for my institution.

P10 TM is important.

P11 My efforts at work are esteemed.

P12, I have had the opening to take an active role in my personal growth in this institution.

P13 I am please at work.

P14 I am proud of the mark.

P15 Career openings are available for me inside this institution.

P16, I have a future with the institution.

P17 The word "Talent" has many meanings.

P18 The brand draws the best individuals.

Group 3

11- [G3Q1] Group 3

Please choose the suitable answer for each item:

Strongly Agree, Agree, Neither Agree or Disagree, Disagree, Strongly Disagree

P19 Being included in a talent programme would bring new challenges.

P20 Development as part of a talent programme would help me in the future.

P21 I wouldn't want nobody to know if I wasn't on a talent programme.

P22, I don't need to be included in a talent programme.

P23 Being includedin a talent programme would get me noticed.

P24 Only high performers should be part of a talent programme.

P25 Being part of a talent programme would help me enhance faster.

P26 The individuals who aren't on a talent programme are at a disadvantage.

P27 Everyone should be part of a talent programme.

P28 If I was not on a talent programme, I would encourage to try to be on one.

P29 If I was on a talent programme, I would love everybody to be aware.

P30 The individuals on a talent programme should be made known to everybody.

P31 I would like to be part of a talent programme.

P32 If I wasn't on a talent programme, I would be demotivated.

Group 4

12 [G4Q1] Which of these openings would be most profitable to you?

Please number each box in order of preference from 1 to 12

- ❖ Formal Training
- ❖ Internal Secondments
- ❖ Coaching
- ❖ Mentoring
- ❖ Feedback Sessions
- ❖ Career Planning/Advice
- ❖ Job Rotation

- ❖ Reward/Pay
- ❖ Senior Management Support
- ❖ Special Projects
- ❖ External / International Secondments
- ❖ Other

Group 5

13 [G5Q1]

Please choose the suitable answer for each item:

Strongly Agree, Agree, Neither Agree or Disagree, Disagree, Strongly Disagree

B1 My manager take time enhancing me.

R1 HR/Training and Development are accountable for my growth.

B2 There are sufficient openings for my growth inside the Dublin office.

B3 My manager has time to enhance me.

B4 I would consider relocating to another office inside the cluster if a fresh opening arose.

B5 The institution supports my growth.

R2 Upper management are accountable for my growth.

B6 If I was place in the head office of the institution, I would have bigger opportunities

for my career.

B7 My manager prioritizes the growth of some members of my team.

B8, I want more development within my role.

B10 The institution prioritizes the development of some people.

B11 Upper management invest time in my growth.

B12 The institution is fair in its growth of people.

B14 If I took a role in another office, it would damage my career prospects.

R3 I am accountable for my development.

R4 The institution is accountable for my development.

R5 My manager is accountable for my development.

APPENDIX 2

Cronbach's alpha Formula

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N-1) \cdot \bar{c}}$$

Shapiro-Wilk Test Formula

$$W = \frac{\left(\sum_{i=1}^{n} a_i x_{(i)}\right)^2}{\sum_{i=1}^{n} (x_i - \overline{x})^2}$$

Kruskal Wallis Formula

$$\mathrm{H} = \frac{12}{N(N-1)} \sum_{J=i}^{K} \frac{Rj^2}{nj} - 3(N-1)$$

Mann-Whitney U Test Formula

$$U_a = n_a n_b + \frac{n_a(n_a+1)}{2} - \sum R_a$$

and

$$U_b = n_a n_b + \frac{n_b(n_b+1)}{2} - \sum R_b$$

Table 45: Display figures of respondents that classified each opening from 1 to 12. For instance, 12 peoples

TM Opportunity	**Rank 1**	**Rank 2**	**Rank 3**	**Rank 4**	**Rank 5**	**Rank 6**	**Rank 7**	**Rank 8**	**Rank 9**	**Rank 10**	**Rank 11**	**Rank 12**
Formal Training	31	18	19	13	8	6	11	7	6	7	8	4
Reward/Pay	24	14	14	20	13	13	9	10	7	7	5	2
Career Planning/Ad-vice	16	12	18	16	16	7	14	18	9	7	3	2
Mentoring	13	15	18	11	16	9	12	14	11	9	8	2
Senior Management Support	12	8	15	9	18	15	21	12	8	8	9	3
Special Projects	11	16	12	12	24	14	9	18	7	12	2	1
Internal Secondments	8	6	9	1	7	12	10	12	19	30	19	5
Coaching	8	17	13	17	8	25	10	9	13	10	7	1
Feedback Sessions	6	17	12	19	16	12	12	14	13	8	8	1
External / International Secondments	4	6	3	8	4	14	12	7	15	24	35	6
Job Rotation	3	7	4	10	5	11	13	14	26	13	23	9
Other	2	2	1	2	3	0	5	3	4	3	11	102