

# Comparative Study of Talent Management in Tanzania's Public and Private Broadcasting: The Cases of TBC and Azam TV

Gasper Tryphon Kisinza<sup>1</sup>

## Abstract

*This study examines the implementation of talent management strategies in public and private organisations in Tanzania, using Tanzania Broadcasting Corporation (TBC) and Azam TV as case studies. Talent management is widely recognised as critical for organisational success, yet its application differs across sectors due to institutional environments, resource availability, and operational autonomy. A comparative case study approach was employed, collecting primary data through questionnaires and interviews from 60 participants, equally distributed across both organisations. The findings indicate that Azam TV, as a private institution, demonstrates more effective talent management practices, including timely recruitment, continuous professional development, performance-based incentives, and structured succession planning. In contrast, TBC faces bureaucratic constraints, limited training opportunities, and weak motivation systems, which hinder talent retention and development. The study identifies key challenges and opportunities influencing talent management and emphasises the need for public institutions to adopt flexible, technology-driven human resource practices. Recommendations include enhancing digital HR systems, increasing investment in employee development, and fostering collaboration between public and private sectors. Overall, the study provides valuable insights for policymakers, HR practitioners, and organisational leaders seeking to strengthen talent management in Tanzania's evolving institutional context.*

**Keywords:** *Talent Management, Public Sector, Private Sector, Human Resource Management, Succession planning.*

## 1.0 Introduction

In the 21st century, talent management has emerged as a strategic pillar for public and private organisations worldwide. (Al Aina & Atan, 2020; Al Jawali et al., 2022). In a rapidly changing work environment driven by technological advancements, digital transformation, and global competition, many organisations have begun shifting from traditional human resource management systems to strategic approaches to attract, develop, and retain talent. (Frank & Taylor, 2022; Goestjahjanti et al., 2020). A Deloitte report shows that more than 72 per cent of CEOs of large organisations worldwide believe that effective talent management is a key driver of organisational success. This has led many organisations in developed countries to invest over 60 per cent of their HR budgets in leadership programmes, continuous learning, and performance appraisal systems. (Deloitte, 2022).

<sup>1</sup> Tanzania Public Service College [gkisinza1@gmail.com](mailto:gkisinza1@gmail.com)

In Africa, especially Sub-Saharan Africa, the importance of talent management is growing as economies expand and the demand for skilled workers rises. A McKinsey (2021) report states that only 28 per cent of public institutions have a formal talent development system, compared to over 65 per cent of private organisations. Countries such as South Africa, Kenya, and Nigeria have begun investing in leadership development centres, in-house training networks, and talent retention programmes (Hub & Qhala, 2025). However, challenges remain high in the public sector, where bureaucracy, limited budgets, and dependence on government employment policies continue to hinder the implementation of innovative talent management policies. In contrast, private institutions have demonstrated a strong ability to attract and retain talent under competitive market pressures (Luna-Arocás & Lara, 2020; Zada et al., 2024).

In Tanzania, the concept of talent management is gaining momentum, especially in sectors such as communications, banking, and advertising, which require innovative and skilled employees. The government, through strategies such as the Public Service Reform Program (PSRP) and the Human Resource Development Strategy (2020–2025), has sought to strengthen public institutions' capacity to manage talent. However, the implementation of these strategies has been inconsistent. The President's Office- Public Service Management and Good Governance Report (2022) shows that less than 35 per cent of public institutions have succession plans, and only 29 per cent conduct annual talent assessments. On the other hand, private institutions have invested in regular training, employee motivation, and the use of digital HR systems, unlike the public sector, which operates under a government system characterised by bureaucracy and budget constraints. (Sikawa, 2020).

Various studies worldwide have shown a positive relationship between talent management and organisational effectiveness. Gallardo-Gallardo et al., (2020) noted that well-managed talent increases innovation, employee engagement, and organisational competitiveness. In Africa, studies by Mabaso and Dlamini (2018) in South Africa and Mugisha (2020) in Uganda, highlighted the importance of internal training and strong leadership in retaining talent. Here in Tanzania, studies such as Mallya (2021) addressed issues of motivation and performance appraisal, but most have not directly focused on the concept of talent management. Moreover, most studies have been sector-wide, without comparing private and public institutions in similar settings.

Despite extensive studies on talent management, few have compared its implementation between public and private institutions within Tanzania's broadcasting industry. Factors such as organisational culture, leadership structure, and resource availability significantly affect how talent is developed and retained, yet have not been sufficiently analysed in existing studies. The advertising industry, which plays a key role in promoting public communication, culture, and democracy, has been largely overlooked in strategic human resource research despite its significant social contribution. The lack of comparative studies between institutions such as TBC and Azam TV limits a comprehensive understanding of the effectiveness of talent management strategies in different operational environments.

This study aims to fill this academic gap by conducting a comparative analysis of talent management implementation across two media and broadcasting institutions in Tanzania: the Tanzania Broadcasting Corporation (TBC), a representative public institution, and

Azam TV, a private institution. By analysing in depth, the strategies, challenges, and successes of each institution, this study provides valuable insights into how different types of institutions can improve talent management in the Tanzanian context. The results are expected to assist policymakers, HR professionals, and institutional leaders in enhancing the effectiveness and innovation of human resources in the country. The main objective of this study was to assess the implementation of talent management strategies in public and private organisations in Tanzania, using Tanzania Broadcasting Corporation (TBC) and Azam TV as case studies. Specifically, the study sought to examine and compare how talent management strategies are implemented at TBC and Azam TV, and to identify the key challenges and opportunities associated with talent management in both public and private organisations.

## 2.0 Literature Review

### 2.1 Theoretical Literature Review

#### 2.1.1 Human Capital Theory

Human Capital Theory was developed by economists such as Gary Becker and Theodore Schultz (Nadezhina & Avduevskaia, 2021). This theory emphasises that employees' knowledge, skills, and abilities are important resources that directly contribute to organisations' economic productivity and success. This theory holds that investing in human resources through training, education, and skill development increases employee effectiveness and ultimately improves organisational performance. (Pochtovyuk et al., 2020; Tan, 2014). In the context of talent management, this theory provides a foundation for understanding why organisations should invest in their employees.

In private organisations like Azam TV, investment in employee training and talent development is common and aligned with business goals. This is in contrast to public organisations like TBC, which often face bureaucracy, resource constraints, and a lack of institutional incentives to develop employee talent. The Human Capital Theory helped analyse these differences by demonstrating that organisations that invested heavily in human resources tended to achieve better productivity and innovation outcomes. In this study, this theory was used to examine the extent to which these two organisations valued and invested in their employees' talents. It also helped in understanding the relationship between investment in human capital and organisational success, especially in the public and private sectors. Using this theory, the study explained why the private sector appeared to exhibit better talent management practices than the public sector.

#### 2.1.2 Resource-Based View (RBV)

The Resource-Based View (RBV) theory was developed by researchers such as Jay Barney and others, and states that an organisation's internal resources, including employee talent, can be a source of sustainable competitiveness if they have the characteristics of being valuable, rare, difficult to imitate, and non-substitutable (Barney, 2001; Kraaijenbrink et al., 2018). In this context, talent management is seen as an internal strategy that can make an organisation achieve long-term success. Human resources with unique capabilities can differentiate an organisation from its competitors.

Private organisations such as Azam TV regard talented employees as a fundamental resource for innovation, service delivery, and business growth. These institutions invested in developing their employees by identifying and rewarding them through incentive systems, performance appraisals, and succession planning. In contrast, public institutions such as TBC often faced structural and legal constraints that limited their ability to effectively manage employees' talents. The RBV helped explain how the two institutions differed in their use of talent as a competitive weapon. In this study, the RBV was used to analyse the internal capabilities of the respective institutions in using employee talents as a strategic resource. Using this theory, the study explained why the private sector had effective talent management systems, while the public sector continued to face implementation challenges. In addition, the RBV helped explain the relationship between talent management and the institution's operational success from a sustainable-competitiveness perspective.

## **2.2 Empirical Literature Review**

Employment research has shown that talent management plays a significant role in achieving organisational goals, whether in the public or private sector. Academically, studies worldwide have shown that private institutions adopt more effective measures to develop and retain talent than public institutions. Al Aina and Atan (2020) noted in their international study that private institutions implementing strong talent management strategies enhanced operational performance and strengthened business sustainability. Similarly, Al Jawali et al. (2022) conducted a study on public institutions in Dubai, an emerging economy. They found that talent management had not been fully implemented due to financial constraints, governance, and the lack of effective policies.

In Africa, a McKinsey and Company (2021) report found that private institutions struggled to develop talent amid fierce market competition, while public institutions faced challenges including resource constraints, administrative bureaucracy, and inadequate training facilities. Sikawa (2020) conducted a study on the influence of talent management on teacher retention in rural public secondary schools in Mkuranga, Tanzania, and found that a lack of continuous training programs and poor incentives hindered talent retention in the public sector. This situation was evident, as significant talent management challenges directly affect Tanzania's public sector.

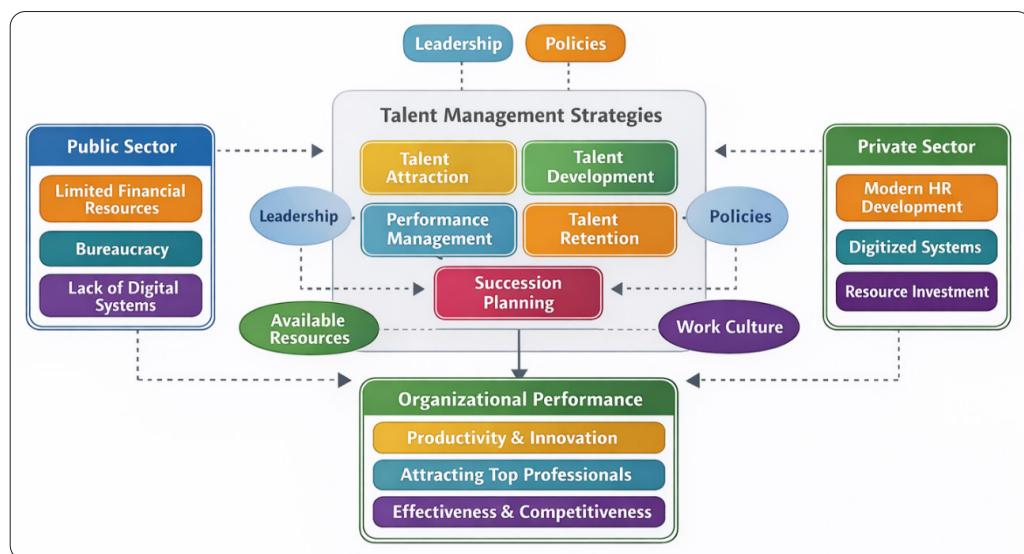
Tanzania, through institutions such as TBC and the private sector, including Azam TV, faced different challenges and opportunities in talent management. Mallya (2021) examined the influence of incentives and performance management in public institutions in Tanzania and found that budget constraints and inadequate human resource policies negatively affected the implementation of talent management strategies. On the other hand, private institutions had digital systems and incentives that helped retain and develop talent. However, they also faced the challenges of competitive talent and high training costs. This shows that, despite private institutions having strong talent management systems, they still need effective strategies to maintain competitiveness.

## **2.3 Conceptual Framework**

The conceptual framework in this study shows the relationship between the elements of talent management and organisational performance. The fundamental elements used

include talent attraction, talent development, performance management, talent retention, and succession planning. These elements are considered to have a significant contribution to increasing the productivity, innovation, and effectiveness of organisations. According to the literature, organisations that fully implement talent management strategies improve their ability to compete, attract the best professionals, and deliver services more effectively. However, the implementation of these strategies depends on the organisation's internal environment, including leadership, policies, available resources, and work culture.

In the Tanzanian context, public organisations like TBC face many operational challenges compared to private organisations like Azam TV. These challenges include limited financial resources, bureaucracy, and a lack of digital systems to enable evaluation and monitoring of employee development. On the other hand, private institutions have invested more in human resource development through modern talent management strategies. The conceptual framework in this study, therefore, aims to analyse these differences by comparing the implementation of talent management strategies between the public and private sectors and how they affect the performance of these institutions. This understanding will provide a basis for policy and strategic recommendations to improve talent management in Tanzania.



**Figure 2.1: Conceptual Framework**

**Source:** Literature Review (2025)

### 3.0 Research Methodology

This study employed a descriptive comparative research design to enable an in-depth analysis of the differences and similarities in the implementation of talent management strategies between two institutions with distinct operational structures (TBC) and Azam TV. The design facilitated a detailed examination of key human resource dimensions, including recruitment, staff development, talent development, motivation, and succession

planning (Johannesson & Perjons, 2021). The study was conducted at the headquarters of TBC and Azam TV in Dar es Salaam, as these locations serve as the central points for policy formulation and implementation. Both primary and secondary data were used, with the former obtained directly from participants through questionnaires and interviews. At the same time, the latter were sourced from organisational documents, policies, and reports to provide contextual understanding. Questionnaires were distributed to human resources staff and general employees, while in-depth interviews were conducted with HR directors and department heads (Mwita, 2022). Sampling combined purposive and stratified random techniques to ensure both depth and representation: purposive sampling targeted HR leaders with strategic insights, whereas stratified random sampling ensured balanced representation of administrative, operational, and technical employees. The total sample comprised 60 participants from each organisation, considered adequate for comparative analysis between public and private institutions (Vasileiou et al., 2018; Hennink, 2022). Quantitative data were analysed using SPSS software, employing descriptive statistics such as percentages, means, and ratios (Almeida, 2018; Bryman & Cramer, 2019), while qualitative data from interviews were analysed thematically to identify emerging trends and patterns.

Ethical standards were rigorously upheld to protect participants' rights, dignity, and confidentiality. Informed consent was obtained after explaining the purpose, objectives, and procedures of the study, and participation remained voluntary with the right to withdraw at any stage. Data were anonymised and securely stored, and findings were reported in aggregate to prevent identification of individuals or departments. Additionally, the research instruments were designed to be neutral and respectful, avoiding any psychological or professional harm. The study complied fully with institutional and national ethical guidelines, ensuring transparency, accountability, and adherence to professional research standards in human resource management

## 4.0 Findings and Discussion

### 4.1 Profile of the Respondents

The study involved a total of 60 participants, equally distributed across TBC (public) and Azam TV (private), with 30 participants per group (50%). In terms of gender, males remained more numerous, accounting for 61.7% (37 participants), while females accounted for 38.3% (23 participants). This distribution shows a good gender balance, although males were slightly more numerous in this sample. In terms of age, most participants were between 30 and 45 years old, accounting for 63.3% (38 participants), followed by those aged 46 to 55, at 20.0% (12 participants). The youngest group, i.e. those under 30 years old, accounted for 16.7% (10 participants). This age structure indicated that most employees were mid-level, experienced, and often held senior positions within their organisations.

Regarding education level, most participants had a Master's degree (40%; 24 participants), followed by a bachelor's degree (33.3%; 20 participants), and a diploma (26.7%; 16 participants). This indicates that employees in both organisations were well educated and skilled, which was important for the successful implementation of talent management strategies. Furthermore, regarding work experience, half of the participants (50%, 30

participants) had more than 10 years of experience, indicating that these organisations had employees with long-term, reliable experience. Participants with 5 to 10 years of experience accounted for 21.7% (13 participants), while those with less than 5 years of experience accounted for 28.3% (17 participants). This mix of experiences provided a diverse perspective on the implementation of talent management strategies. Regarding job position, 40% (24 participants) were in leadership or management roles, while 60% (36 participants) were non-management employees.

**Table 4.1: Profile of the Respondents (n = 60)**

Category	Variable	Frequency	Percentage (%)
Gender	Male	37	61.7%
	Female	23	38.3%
Age Group	Below 30 years	10	16.7%
	30–45 years	38	63.3%
	46–55 years	12	20.0%
Education Level	Diploma	16	26.7%
	Bachelor's Degree	20	33.3%
	Postgraduate Degree (Master's)	24	40.0%
Work Experience	Less than 5 years	17	28.3%
	5–10 years	13	21.7%
	More than 10 years	30	50.0%
Job Position	Managerial/Supervisory	24	40.0%
	Non-supervisory Staff	36	60.0%
Organisation Type	Public (TBC)	30	50.0%
	Private (Azam TV)	30	50.0%

**Source:** Field Survey (2025)

## **4.2 The Comparison of the Implementation of Talent Management Strategies at Public and Private Organisations.**

This section presents a detailed analysis and comparison of how talent management strategies are implemented at TBC, a public institution, and Azam TV, a private media organisation. The comparison focuses on key components, including talent attraction, development, retention, performance management, and succession planning.

### **4.2.1 Talent Attraction**

Participants' responses indicated that Azam TV was more effective at attracting skilled talent than TBC. For example, the average score for the statement that the organisation effectively attracts skilled candidates was 4.2 for Azam TV compared to 2.8 for TBC. This indicates that the private institution uses effective and attractive methods to attract talent. Furthermore, regarding the efficiency and timeliness of the recruitment process, Azam TV scored an average of 4.0. In contrast, TBC scored 2.5, indicating that delays and cumbersome government procedures plague the recruitment process in a public institution.

#### **4.2.2 Talent Development**

In the study on talent development, Azam TV provided regular training and had a robust talent development plan for its employees. The statement about the availability of regular training to improve skills received an average of 4.3 on Azam TV, compared to 2.9 on TBC. Similarly, regarding supporting professional growth through development programmes, Azam TV received an average of 4.1, while TBC received 2.7. These results show a significant difference in the investment of these two institutions in the sustainable development of human resources.

#### **4.2.3 Performance Management**

In performance management, Azam TV demonstrated transparent evaluation systems and regular employee feedback. The statement that performance evaluations were fair and the established standards were followed received an average of 4.0 for Azam TV and 2.6 for TBC. Furthermore, Azam TV scored an average of 4.2 for the statement that employees received timely feedback to improve their performance, indicating a strong feedback and development support system. TBC scored an average of 2.4 in this aspect, indicating challenges in providing transparent feedback and evaluations.

#### **4.2.4 Talent Retention**

The results also showed that Azam TV offered attractive incentives and career development opportunities, helping retain talent. The average score for the statement that the organisation provided competitive incentives that encouraged employees to stay was 4.1 for Azam TV, compared to 2.5 for TBC. Similarly, regarding career development opportunities that contribute to employee loyalty, Azam TV scored an average of 4.0, and TBC scored 2.3. This situation indicates that the public institution lacked sufficient incentives and opportunities to develop its employees' careers.

#### **4.2.5 Succession Planning**

Regarding succession planning, Azam TV has formal systems for preparing future leaders. The statement that the organisation had formal succession planning for leaders received an average of 4.2 for Azam TV and 2.2 for TBC. In addition, in early identification of leaders and providing them with development opportunities, Azam TV received an average of 4.1, while TBC had an average of 2.4. These results show significant differences in approaches to preparing future leaders between the private and public sectors.

**Table 4.2: The Comparison of the Implementation of Talent Management Strategies at Public and Private Institutions**

Statement	TBC		Azam TV	
	Mean	Std.D	Mean	Std.D
<b>Talent Attraction</b>				
1. Our organisation effectively attracts skilled candidates.	2.8	0.9	4.2	0.6
2. Recruitment processes in our organisation are timely and efficient.	2.5	1.0	4.0	0.7
<b>Talent Development</b>				
1. Regular training opportunities are provided to enhance employee skills.	2.9	1.1	4.3	0.5
2. Our organisation supports continuous professional growth through development programs.	2.7	1.0	4.1	0.6
<b>Performance Management</b>				
1. Performance evaluations in our organisation are fair and consistent.	2.6	1.2	4.0	0.7
2. Employees receive timely feedback to improve their work performance.	2.4	1.1	4.2	0.5
<b>Talent Retention</b>				
1. Our organisation offers competitive incentives that motivate employees to stay.	2.5	1.0	4.1	0.6
2. There are clear career advancement opportunities that encourage employee loyalty.	2.3	1.1	4.0	0.7
<b>Succession Planning</b>				
1. Our organisation has formal succession plans to develop future leaders.	2.2	1.3	4.2	0.5
2. Potential leaders are identified early and given development opportunities.	2.4	1.2	4.1	0.6

**Source:** Field Survey (2025)

The responses from both institutions clearly indicate that Azam TV implemented talent management strategies at a higher level and more effectively than TBC. This difference was mainly due to differences in institutional environments and available resources between the organisations. Azam TV had greater financial capacity and flexibility to adapt quickly to market needs, enabling it to invest more in continuous training, employee motivation, and professional development. One human resources manager from Azam TV said:

*"Our organisation has set a strategy to allocate a specific budget for employee training and professional development programs. This not only enhances skills but also motivates high-performing employees to remain part of the company and contribute to its growth" (HR Manager, Azam TV, May 2025).*

In contrast, TBC faced many structural challenges that hindered the effective implementation of talent management systems. A key manager from TBC with over a decade of experience in human resource management said:

*"Government requirements and lengthy approval processes in hiring and establishing training programs often delay the implementation of human resource plans. This prevents us from responding quickly to employee needs and creating attractive career paths, thereby affecting employee engagement and retention" (HR Manager, TBC, June 2025).*

The finance manager highlighted the challenge of a lack of budget, saying:

*"Limited financial resources have forced us to invest only in core operating costs and not in talent development plans, which has led to low employee morale and increased turnover" (Finance Manager, TBC, May 2025).*

In addition to financial and procedural challenges, the ability to plan for future leadership appears to differ significantly between the two institutions. Azam TV actively engages in succession planning by identifying future leaders early and providing them with specific development opportunities. One of the employees from Azam TV said:

*"Succession planning is part of our organisational culture. We continue to identify emerging leaders within the company and invest in nurturing them through mentoring and specialised training. This strengthens leadership sustainability and enables us to compete better in the market" (Senior Staff, Azam TV, June 2025).*

These employees' thoughts from various levels reinforce the statistical findings that Azam TV's talent management strategies were superior and more effective than TBC's. These findings underscore the urgent need for public institutions to improve their strategies by reducing administrative burdens, increasing budgets for human resource development, and establishing formal succession-plan systems- such improvements were likely to enhance employee motivation, retention, and overall organisational performance.

#### **4.3 The Key Challenges and Opportunities in the Implementation of Talent Management in Public and Private Organisations.**

Talent management implementation is a key component in ensuring that institutions have capable, motivated, and committed human resources to contribute to short- and long-term success. To analyse reality, this study conducted in-depth interviews with key stakeholders from two institutions: the state-owned TBC and the private Azam TV. Through analysis of participants' responses, key themes emerged indicating challenges and opportunities in implementing talent management.

##### **4.3.1 Challenges in Public Institutions**

One significant challenge facing public institutions is the lack of adequate budgets to implement talent management strategies. The budget is not enough to cover regular training, employee incentives, or succession planning for leadership positions. Also, lengthy, bureaucratic procedures delay approval of changes or the introduction of new programs. Elaborating on the situation, one of the department heads from TBC said:

*"The biggest challenge we face is the budget. Even with good plans to build employee capacity, they often fail because we lack the funds. Moreover, even if you plan something, you have to go through many decision-making sessions. Sometimes, three to six months*

*pass before approval is granted to organise a two-day workshop. Such a situation seriously affects the morale of employees and makes talented people move to private institutions where things are easier, and they are allowed to grow." (Department Head, TBC, May 2025).*

#### **4.3.2 Opportunities and Efficiency in Private Institutions**

On the private sector side, the administrative environment enables rapid implementation of talent management strategies, with institutions such as Azam TV investing heavily in employee training, incentives, and professional development programs. This gives employees a sense of self-confidence and shows their value within the organisation. One of the human resources directors from Azam TV explained:

*"We have policies that make us different from other institutions. Each employee is given an individual development plan, which is reviewed every six months. We send them for local and international training based on their positions. For example, last year we enabled seven managers to participate in leadership training in South Africa. This has boosted morale and led many employees to stay for longer. No one feels stuck; everyone dreams of moving up the ladder within the company." (HR Director, Azam TV, June 2025).*

#### **4.3.3 The Challenge of Talent Competition in the Private Sector**

However, despite these successes, private institutions also face intense competition for talent in the labour market. Potential employees may move to other institutions if they are not satisfied with their personal development or the work environment. This requires sustainable strategies to retain good employees. One of Azam TV's managers explained the challenge in detail:

*"Even if we invest a lot in our people, we are still not safe. Other organisations offer bigger packages, higher salaries, cars, or international opportunities, and someone leaves. This forces us to be creative at all times. We strive to create an organisational culture that makes employees feel at home. We also allow them to express their opinions and participate in decisions. This increases the sense of belonging and reduces the rate of employee turnover." (Manager, Azam TV, June 2025).*

The analysis of challenges and opportunities conducted clearly shows that public and private institutions face different environments that affect the implementation of talent management. While public institutions need policy reforms and procedural simplification to increase efficiency, private institutions need to develop strategies to retain employees in a highly competitive environment. The influence of technology, globalisation, and workforce changes requires both institutions to build strong, people-oriented systems and to place talent at the foundation of operational and strategic success. Collaboration between these sectors can also stimulate joint innovation in talent management.

**Table 4.3: The Key Challenges and Opportunities in the Implementation of Talent Management**

Theme	Description of Challenges/Opportunities	Organisation
1. Budget Constraints	Insufficient financial resources to implement training, incentives, and talent development programs.	TBC
2. Administrative Procedures	Lengthy approval processes and bureaucratic systems delay the implementation of HR strategies.	TBC
3. Job Market Competition	High competition to attract and retain talented employees in private sector organisations.	Azam TV
4. Technology and Modern Systems	Use of digital systems like HRIS to support talent management, evaluation, and training.	Azam TV
5. Succession Planning	Lack of formal succession planning in public institutions; opportunity to improve.	TBC
6. Collaboration between Sectors	Opportunity for public and private sectors to share experiences and training resources.	TBC and Azam TV
7. Employee Motivation	Ineffective public-sector incentives affect talent retention.	TBC
8. Continuous Training and Development	Private organisations invest more in ongoing training and employee development.	Azam TV

**Source:** Field Survey (2025)

### 5.1 Discussion of Findings

The research findings reveal significant differences in the implementation of talent management strategies across public and private institutions. As a private institution, Azam TV implemented talent management strategies more professionally, including recruitment, staff training, performance appraisal, and employee retention. On the other hand, TBC, as a public institution, faced various challenges arising from bureaucracy, limited budgets, and a lack of a system to facilitate the implementation of human resource policies. This situation is consistent with the findings of studies by Luna-Arocás and Lara (2020) and Mugisha (2020), who noted that private institutions are often more effective at investing in talent due to commercial competition and greater decision-making autonomy. In Tanzania, (Chanico, 2021) noted that public institutions are facing challenges in changing their human resource management systems due to government policies and budget constraints.

The research participants confirmed these differences, with some from public institutions stating that delays in the recruitment process, a lack of training opportunities, and the absence of a staff development plan contributed to a decline in work morale. On the other hand, participants from private institutions explained that their institutions provided regular training, strong incentives, and a succession plan for leadership positions. This shows that private institutions had a better facilitative environment for successful talent management. Furthermore, the study found that public institutions faced various challenges, including bureaucratic red tape, insufficient funding for training and development, the lack

of digital HR systems, and the absence of participatory talent management approaches. These challenges are similar to those described by Armstrong (2020) and the World Bank report (2019), which show that HR systems in public institutions were often unfriendly to change and were influenced by policy decisions.

The private institutions faced their own challenges, including high employee turnover, pressure to deliver quick results, and the need to remain constantly innovative in human resource management. However, their advantage was the freedom to make quick decisions, sufficient resources, and business incentives that push them to implement effective HR strategies. Participants from Azam TV explained that their institution conducted regular performance appraisals and provided quick feedback to employees to ensure that HR strategies aligned with current needs. This finding aligns with Deloitte (2021), which found that the use of technology and a culture of performance increased HR effectiveness.

## 6.0 Conclusion and Recommendations

### 6.1 Conclusion

This study assessed the implementation of talent management in public and private organisations using TBC and Azam TV as case studies. The findings revealed how talent management strategies were designed, implemented, and experienced in both sectors. The study found that talent management was implemented more systematically in the private sector (Azam TV) than in the public sector (TBC). Azam TV demonstrated structured approaches to recruitment, performance appraisal, staff development, and retention, which were all driven by results and competitiveness. In contrast, TBC faced challenges such as bureaucracy, limited training opportunities, and delayed promotions, which limited effective talent management. A comparative analysis indicated that while both institutions recognise the importance of talent, their practices differed significantly in strategy execution, leadership commitment, and resource allocation. Azam TV exhibited proactive investment in staff development and talent nurturing, whereas TBC primarily relied on centralised, rigid procedures that limited innovation and staff growth. The study identified key challenges and opportunities in implementing talent management. Public institutions struggle with inflexible structures, low motivation mechanisms, and financial constraints, while private institutions enjoy operational autonomy, technology use, and performance-driven cultures. However, both sectors share opportunities, including the availability of skilled graduates, national digital transformation policies, and growing interest in human capital development.

### 6.2 Recommendations

Public organisations such as TBC need to modernise their human resource management systems by adopting flexible and merit-based recruitment processes. It is essential to integrate digital tools for performance evaluations and employee monitoring to enhance efficiency and transparency. Furthermore, public institutions should strengthen their employee motivation mechanisms by introducing performance-linked incentives and establishing clear, transparent promotion and career development pathways to retain

skilled employees and boost their commitment. Moreover, there is a pressing need to increase investment in continuous training and professional development programmes to enable employees update their skills in line with evolving industry demands.

Private organisations, such as Azam TV in this case, are encouraged to continue their robust investment in talent development by regularly reviewing and updating their human resource strategies to keep pace with technological advancements and market dynamics. They should also ensure equity and transparency in their staff development and promotion practices to maintain trust and high levels of employee motivation. Moreover, private-sector entities are well-positioned to play a vital role in enhancing the overall talent management ecosystem by sharing best practices and innovations with public institutions.

Policymakers and regulatory bodies should prioritise developing and enforcing national guidelines and frameworks to standardise talent management practices across the public and private sectors. Supporting the digital transformation of human resource systems through funding, capacity building, and technical assistance will facilitate better implementation of talent management strategies. Furthermore, encouraging collaboration among institutions via benchmarking initiatives and shared platforms will promote the exchange of experiences and continuous improvement.

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