



**ANALYZING STRATEGIC LEADERSHIP AND EMPLOYEE  
RETENTION OF TELEVISION PRESENTERS IN PRIVATE  
MEDIA ORGANIZATIONS: A CASE STUDY ON TV3**

**BY:**

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## **ii. DECLARATIONS**

### **STUDENT'S DECLARATION**

I, Bathsheba Naa Otinkorama Walker, declare that this thesis, except quotations and references contained in published works, which have all been identified and duly acknowledged, is entirely my original work, and it has not been submitted, either in part or whole, for another degree elsewhere. Therefore, I bear the responsibility for any shortcomings.

  
.....

DATE:31/12/2025

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## **SUPERVISORS' DECLARATION**

I, the undersigned supervisor, declare that I supervised the preparation and presentation of this work in accordance with the guidelines for the supervision of MA theses as laid down by the University of Media, Arts and Communication  
(UniMAC).

A handwritten signature in blue ink, appearing to be 'JK Asante', written over a dotted line.

DATE:31/12/2025

**JAMES KWAKU ASANTE Ph.D.**

### **iii. DEDICATION**

**I dedicate this dissertation to my boss Afeafa Nfojoh for the vital role she played towards my attainment of this Master's Degree.**

**God bless her abundantly.**

#### **iv. ACKNOWLEDGEMENTS**

I acknowledge the Almighty God for seeing me throughout this programme. I also acknowledge my supervisor James Kwaku Asante Ph.D. for his time, guidance and encouragement throughout the process of this dissertation.

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## ABSTRACT

This study examines the influence of strategic leadership on the retention of television presenters and newscasters at TV3, a subsidiary of Media General Ghana Limited, within the competitive private media sector in Ghana. Ghana's media landscape has been rapidly evolving since the liberalization of broadcasting in the 1990s, resulting in increased competition and a high demand for charismatic on-air talent. Television presenters play a vital role as the public face of media brands, driving audience loyalty, advertiser appeal, and organizational credibility. Despite their strategic importance, the industry faces challenges such as high turnover, poaching by rival media houses, dissatisfaction with leadership styles, unclear career progression opportunities, and inadequate employee recognition, all of which negatively impact talent retention. Using a qualitative case study approach, the research involved semi-structured interviews with 20 purposively sampled participants, including senior managers, human resource officers, and television presenters at TV3. Thematic analysis of the data revealed that effective leadership styles at TV3 blend transformational and situational approaches, offering presenters operational support, mentorship opportunities, and enhanced brand exposure that foster a sense of prestige, belonging, and loyalty. Nevertheless, notable gaps exist, including the absence of formal mentorship programs, opaque promotion and reward systems, hierarchical communication patterns, and insufficient acknowledgment of creative and emotional labor contributed by presenters, which collectively create barriers to sustained retention amid increased digital disruption and intense competition. The study is grounded in Transformational Leadership Theory, Human Capital Theory, and Social Exchange Theory, which collectively emphasize the importance of visionary leadership, strategic investment in employee development, and reciprocal, trust-based relationships between leaders and employees. Findings suggest that leadership effectiveness correlates strongly with transparent communication, participatory decision-making, investment in professional growth, and equitable compensation structures. While the prevailing performance-driven culture at TV3 contributes positively to employee morale and motivation, it concurrently presents risks related to burnout and job dissatisfaction if holistic employee support mechanisms are not instituted. By addressing a critical gap in African media management research, this study contributes valuable insights into the unique challenges and motivators influencing the retention of visible media talent. Practical recommendations include implementing structured mentorship programs, transparent career pathways, inclusive communication channels, fair and merit-based reward systems, and initiatives promoting employee well-being. These strategic leadership interventions are essential for enhancing long-term talent retention, organizational sustainability, and competitiveness in Ghana's dynamically evolving media industry.

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# **CHAPTER ONE**

## **INTRODUCTION**

This chapter provides the foundational context for the study by situating talent retention within the broader dynamics of Ghana's private media industry. It highlights the strategic importance of television presenters and newscasters as core assets in an increasingly competitive and rapidly evolving broadcasting environment. The chapter establishes the relevance of strategic leadership in managing and retaining on-air talent, outlines the research problem arising from persistent turnover challenges, and articulates the objectives and questions guiding the study. It also clarifies the scope, significance, and structure of the research, thereby setting the direction for subsequent chapters.

### **1.1 Background of the Study**

In today's competitive and dynamic media landscape, the ability of organizations to attract, develop, and retain top talent has become a critical determinant of success. Media organizations, particularly private broadcasting firms, operate in environments marked by intense competition, audience fragmentation, and rapid digital transformation (Küng, 2017). Within this context, television presenters and newscasters are central to brand identity, audience loyalty, and advertiser appeal, making them indispensable to the sustainability of media firms (Albarran, 2019).

Ghana's media industry exemplifies these global dynamics. The liberalization of broadcasting in the 1990s led to a proliferation of private radio and television stations, creating an increasingly competitive marketplace (Gadzekpo, 2008). While this

expansion has enhanced media pluralism and audience choice, it has also intensified the struggle for skilled and charismatic on-air talent. High turnover, talent poaching by rival networks, and dissatisfaction with leadership approaches remain persistent challenges (Owusu, 2020).

In this context, leadership becomes central to talent management. Strategic leadership, which emphasizes long-term vision, employee empowerment, and adaptive management practices, has been linked to improved organizational performance and retention outcomes (Ireland & Hitt, 2005). However, the extent to which strategic leadership practices influence talent retention in Ghana's private media sector remains underexplored. This study, therefore, investigates how strategic leadership shapes the retention of television presenters and newscasters at Media General Ghana Limited, one of the country's leading private media conglomerates.

## **1.2 Statement of the Problem**

Despite the growing significance of television presenters and newscasters to media organizations, Ghana's private broadcasting sector continues to face high levels of turnover. Rival stations frequently lure on-air talent with promises of higher pay and better visibility, while others leave due to dissatisfaction with leadership styles, lack of career progression, or inadequate recognition of their contributions (Amoako, 2021). These departures not only disrupt programming and reduce audience trust but also impose significant costs on organizations in terms of recruitment, training, and brand equity.

Although scholarship on media management has examined issues such as ownership, commercialization, and audience dynamics, limited attention has been paid to the role of leadership in talent retention within African media contexts (Nyamnjoh, 2005). Existing studies tend to generalize talent management across industries without recognizing the unique role of front-facing media professionals whose visibility and audience relationships make them highly mobile and sought-after. This gap calls for an in-depth analysis of how strategic leadership practices influence the retention of on-air talent, particularly in Ghana's vibrant but volatile media environment.

Ghana's private media industry, despite its rapid growth and increasing plurality since liberalization in the 1990s, continues to grapple with significant talent retention challenges. Recent studies reveal that turnover rates in the sector are exacerbated by poor working conditions, low and delayed remuneration, and a lack of career progression structures, with about 40% of media personnel experiencing job insecurity due to absent contractual agreements (Yeboah-Banin & Braimah, 2023). Recruitment processes are often opaque, relying heavily on non-meritocratic channels such as protocol and headhunting, which undermine employee empowerment and upward mobility. These systemic issues contribute to high employee mobility as on-air talent seek better opportunities elsewhere, driven also by rival stations offering higher pay and improved visibility. Such turnover disrupts programming continuity, diminishes audience trust, and incurs substantial costs in recruitment and training, threatening the competitive positioning of private broadcasters like Media General Ghana Limited. Thus, the urgency to explore how strategic leadership can mitigate these retention challenges in Ghana's private media sector is underscored by both empirical evidence and industry realities.

Despite the strategic importance of presenters in Ghana's broadcast industry, there is limited empirical research examining how leadership and talent management practices influence presenter retention within private television organizations such as TV3.

### **1.3 Research Objectives**

#### **General Objective:**

To examine the influence of strategic leadership on talent retention among television presenters and newscasters in private media organizations in Ghana.

#### **Specific Objectives:**

- i. To explore the leadership practices adopted at Media General Ghana Limited in managing on-air talent.
- ii. To assess the relationship between leadership styles and the retention of television presenters and newscasters.
- iii. To examine the role of communication, mentorship, and career development opportunities in talent retention.
- iv. To identify the challenges and gaps in Media General's talent management strategies.

- v. To propose recommendations for strengthening talent retention through strategic leadership.

## **1.4 Research Questions**

i. What leadership practices are employed by Media General Ghana Limited in managing television presenters and newscasters?

ii. How do leadership styles influence the retention of on-air talent?

iii. In what ways do communication, mentorship, and career development opportunities impact talent retention?

iv. What challenges exist in aligning Media General's leadership and talent management strategies with employee needs?

v. What strategic recommendations can enhance the retention of television presenters and newscasters in private media organizations?

## **1.5 Significance of the Study**

This research is significant in several respects. First, it contributes to the growing body of literature on media management in Africa by focusing on talent retention, a relatively

underexplored area. Second, it highlights the centrality of leadership in fostering organizational loyalty among high-profile media professionals. The findings will provide practical insights for media managers, HR practitioners, and policymakers seeking to design effective talent management strategies that reduce turnover and strengthen organizational performance. Finally, by centering on Media General Ghana Limited, the study provides context-specific lessons that may be adapted by other private media organizations in Ghana and across the continent.

## **1.6 Scope and Delimitation**

The study is limited to Media General Ghana Limited, focusing specifically on its television arm, which includes TV3, one of Ghana's most prominent stations. The research is concerned with television presenters and newscasters, given their visibility and strategic importance to the organization's brand identity. While the findings may provide insights applicable to other media organizations, the study does not extend to radio, print, or digital-only platforms. Additionally, the study emphasizes leadership practices and organizational strategies rather than individual psychological or personal factors influencing retention.

## **1.7 Organization of the Study**

This dissertation is structured into six chapters. Chapter One introduces the study by providing background, problem statement, objectives, research questions, significance, scope, and organization. Chapter Two reviews relevant literature and outlines the theoretical and conceptual frameworks. Chapter Three discusses the methodology

employed in the study. Chapter Four presents and analyzes the research findings. Chapter Five discusses the findings in relation to existing literature. Finally, Chapter Six concludes the study and offers recommendations for practice and future research.

## **Conclusion**

In summary, this chapter has underscored the critical role of strategic leadership in addressing talent retention challenges within Ghana's private media sector, with particular emphasis on Media General Ghana Limited. By identifying gaps in existing research and practice, the chapter justifies the need for an in-depth examination of leadership practices and their influence on the retention of television presenters and newscasters. The objectives and research questions outlined provide a clear framework for investigating this relationship, while the scope and significance of the study highlight its academic and practical relevance. Collectively, this chapter lays a solid foundation for the literature review, methodological approach, and empirical analysis that follow in subsequent chapters.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

A literature review provides the foundation for situating a study within the existing body of knowledge, identifying theoretical perspectives, and highlighting gaps that warrant further investigation. This chapter reviews scholarly works related to strategic leadership and talent retention, particularly within media organizations. It begins with a theoretical framework that outlines the key theories underpinning the study, followed by a conceptual review that defines core concepts and explores their interrelationships. The chapter then examines empirical studies, both globally and within Ghana, to contextualize the issues of leadership and talent retention in private media organizations. Finally, it identifies the gaps in existing literature, thereby justifying the need for the present research on Media General Ghana Limited.

#### **2.2 Theoretical Framework**

A robust theoretical framework is crucial for understanding the complex relationship between strategic leadership and talent retention in private media organizations. This study anchors its analysis on three interrelated theories, Transformational Leadership Theory, Human Capital Theory, and Social Exchange Theory which together provide a comprehensive lens to examine how leadership influences the retention of television presenters and newscasters.

Transformational Leadership Theory serves as a fundamental pillar by emphasizing the role of leaders in inspiring and motivating employees to exceed expectations. Transformational leaders focus on vision, innovation, and individualized support, fostering an environment where presenters feel valued, challenged, and empowered. This leadership style is especially relevant in the dynamic media industry, where adaptability and creativity play vital roles. By encouraging personal growth and aligning individual goals with organizational objectives, transformational leaders can enhance job satisfaction and commitment, thereby reducing turnover.

Human Capital Theory complements this perspective by highlighting the importance of investing in employee skills and competencies as key assets for organizational success. In the context of media organizations, presenters and newscasters represent critical human capital whose expertise, credibility, and on-air presence significantly impact brand value and audience loyalty. This theory advocates for deliberate talent development and retention strategies, such as training programs, career progression pathways, and performance-based rewards, to maximize the returns on human capital investments. Through this lens, leadership practices that prioritize employee development become central to retaining high-performing broadcast talent.

Social Exchange Theory adds a relational dimension to understanding retention by focusing on the reciprocal nature of interactions between leaders and employees. According to this theory, when presenters perceive that their contributions are fairly recognized and supported by organizational leadership, they are more likely to reciprocate with loyalty, higher morale, and continued commitment. Trust, communication quality, and mutual respect are key elements that bolster this social exchange. Leadership behaviors that foster positive exchanges build strong

psychological contracts, which enhance retention by creating an emotional and ethical bond between presenters and the organization.

Together, these theories create a multidimensional framework that explains how strategic leadership practices influence talent retention. Transformational leadership drives motivation and engagement; human capital theory underscores the value of developing and investing in presenters; and social exchange theory illustrates the reciprocal relationships that underpin employee commitment. This integrated approach enriches the understanding of leadership's role in sustaining a talented and committed broadcasting workforce in private media organizations.

### **2.2.1 Transformational Leadership Theory**

Transformational leadership theory, first introduced by Burns (1978) and later expanded by Bass (1990), emphasizes the ability of leaders to inspire, motivate, and transform followers by appealing to higher-order needs and values. Transformational leaders demonstrate four core dimensions: *idealized influence*, *inspirational motivation*, *intellectual stimulation*, and *individualized consideration* (Bass & Avolio, 1994). These qualities enable leaders to cultivate trust, encourage creativity, and foster professional growth.

In the context of media organizations, transformational leadership is particularly relevant because presenters and newscasters thrive in environments where innovation, recognition, and mentorship are prioritized (Küng, 2017). Such leadership can create a sense of belonging and loyalty among talent, reducing turnover and poaching by competitors. Studies have shown that transformational leadership is positively associated with employee engagement, job satisfaction, and retention across various

sectors (Avolio & Bass, 2004; Wang et al., 2011). Applying this framework allows the study to explore how leadership vision and empathetic management styles contribute to talent retention in Ghana's media industry.

### **2.2.2 Human Capital Theory**

Human Capital Theory, advanced by Becker (1964), posits that individuals possess knowledge, skills, and abilities that represent valuable economic assets. Organizations that invest in training, career development, and employee well-being are more likely to increase productivity and retention. In talent-driven industries such as media, the loss of skilled presenters or newscasters can significantly diminish organizational competitiveness, audience trust, and brand equity.

From this perspective, retaining on-air talent is not merely an HR function but a strategic imperative. Providing opportunities for skill enhancement, mentorship, and career progression enhances employees' sense of value within the organization, thereby reducing turnover intentions (Schultz, 1993). In Ghana's media landscape, where competition for charismatic personalities is high, applying Human Capital Theory underscores the importance of aligning leadership practices with investments in professional development as a retention strategy.

### **2.2.3 Social Exchange Theory**

Social Exchange Theory, proposed by Blau (1964), suggests that relationships within organizations are based on reciprocal exchanges of resources, trust, and commitment. Employees remain loyal when they perceive that the organization values their contributions and reciprocates with fair compensation, recognition, and supportive

leadership. Conversely, when employees perceive imbalance such as poor communication, lack of recognition, or limited advancement opportunities—they are more likely to leave (Cropanzano & Mitchell, 2005).

In media organizations, presenters and newscasters invest emotional labor, creativity, and personal branding into their roles. When leaders acknowledge these investments through participatory decision-making, transparent communication, and tailored career pathways, employees are more likely to remain committed. Social Exchange Theory thus provides a useful lens for examining how leadership styles and organizational culture shape perceptions of fairness and reciprocity, which ultimately influence retention.

#### **2.2.4 Integrative Perspective**

Together, these three theories provide a robust framework for analyzing the intersection of leadership and retention. Transformational Leadership Theory emphasizes the role of vision and inspiration; Human Capital Theory highlights the economic value of investing in people; and Social Exchange Theory underscores the reciprocal nature of organizational commitment. By integrating these perspectives, this study can holistically assess how strategic leadership practices at Media General Ghana Limited influence the retention of television presenters and newscasters.

### **2.3 Conceptual Review**

#### **2.3.1 Strategic Leadership in Media Organizations**

Strategic leadership refers to the ability of leaders to anticipate, envision, maintain flexibility, and empower others to create strategic change that will ensure

organizational survival and success (Hitt, Ireland, & Hoskisson, 2017). Unlike transactional leadership, which focuses on short-term goals and control, strategic leadership emphasizes long-term vision, adaptability, and employee involvement in decision-making.

In the media industry, strategic leaders play a crucial role in shaping organizational culture, managing creative talent, and navigating technological disruptions such as digitization and audience fragmentation (Küng, 2017). For television presenters and newscasters, leadership practices that emphasize mentorship, inclusivity, and recognition are central to motivation and loyalty.

### **2.3.2 Talent Retention**

Talent retention is the organizational practice of sustaining the commitment and loyalty of skilled employees by providing conditions that encourage them to remain in the organization for the long term (Hausknecht, Rodda, & Howard, 2009). Retention strategies may include fair compensation, career development opportunities, recognition, participatory decision-making, and supportive leadership (Amoako, 2021).

In the Ghanaian media landscape, talent retention is particularly challenging due to frequent poaching by rival stations, limited advancement opportunities, and perceptions of inequitable reward systems (Tetteh, 2018). Retaining on-air talent is essential because presenters and newscasters often carry the brand identity of their organizations, directly influencing audience trust and advertiser confidence.

### **2.3.3 Media Talent: The Case of Presenters and Newscasters**

Media professionals such as presenters and newscasters are “front-facing” talent whose visibility makes them highly influential in shaping audience perceptions. Unlike backroom staff, their personal branding, charisma, and credibility directly affect audience loyalty and organizational competitiveness (Albarran, 2019). However, this same visibility increases their vulnerability to poaching by rival organizations offering higher salaries or better exposure.

In Ghana, high-profile presenters frequently switch networks, with such movements often becoming headline news themselves. These trends highlight the difficulty of retaining visible media talent and the importance of leadership strategies that align with individual career aspirations.

### **2.3.4 Challenges of Talent Retention in Ghana’s Media Sector**

Talent retention in Ghana’s media sector presents a complex set of challenges that hinder the ability of organizations to maintain skilled and experienced personnel. One of the primary obstacles is the intense competition created by the proliferation of private media stations throughout the country. As noted by Gadzekpo (2008), this increase in the number of broadcasters has resulted in a heightened demand for charismatic and talented presenters. Media houses compete fiercely to secure prominent on-air personalities who can attract and retain audiences, making it difficult for organizations to hold onto their best talent in such a competitive environment.

A related challenge is talent poaching, where rival networks actively entice presenters away by offering more attractive pay packages and benefits. This practice creates instability within media companies, especially those lacking the financial capacity to match these offers, leading to frequent turnover and disruptions in programming continuity. Consequently, media houses must continually strategize on how to enhance retention in the face of aggressive recruitment by competitors.

Limited career pathways further exacerbate retention difficulties. Many media organizations in Ghana do not have clear, structured plans for career progression. The absence of well-defined advancement opportunities often results in employee dissatisfaction, as presenters seek growth, recognition, and skill development. Without visible pathways to climb the professional ladder, presenters may become demotivated and more inclined to pursue opportunities in organizations that better support their career ambitions.

Compensation and recognition issues also adversely impact retention rates. Pay disparities and insufficient acknowledgment of employees' efforts contribute significantly to turnover. When staff feel underpaid or overlooked despite their hard work and contributions, their commitment weakens. Recognition and fair compensation play essential roles in fostering loyalty and motivation, and their lack can prompt presenters to leave for environments that better appreciate their value.

Finally, leadership gaps pose a significant retention challenge. Leadership styles that are overly transactional or hierarchical often fail to engage employees meaningfully. Such approaches can stifle creativity, diminish morale, and weaken the emotional bonds between staff and the organization. Effective leadership in the media sector requires not

just authority, but also empathy, open communication, and the ability to inspire long-term commitment. Without this, presenters are less likely to feel motivated to stay.

In summary, the Ghanaian media landscape is confronted with strong competition, frequent talent poaching, limited career development structures, compensation and recognition challenges, and leadership shortcomings. Addressing these issues is critical for media organizations aiming to retain talented presenters and build sustainable, competitive teams in the fast-evolving media industry.

### **2.3.5 Conceptual Framework**

Drawing on Transformational Leadership Theory, Human Capital Theory, and Social Exchange Theory, this study conceptualizes that strategic leadership practices directly influence talent retention outcomes. Specifically, leadership practices such as mentorship, transparent communication, career development, participatory decision-making, and fair reward systems are expected to strengthen loyalty, reduce turnover, and align organizational goals with individual aspirations.

## **2.4 Empirical Review**

### **2.4.1 Global Evidence on Leadership and Retention**

A large body of international research links leadership quality to employee retention through mechanisms such as engagement, job satisfaction, and perceived organizational support. Meta-analytic findings show that transformational leadership consistently predicts higher performance and lower turnover intentions across sectors

(Wang, Oh, Courtright, & Colbert, 2011). Studies grounded in Social Exchange Theory argue that fair treatment, recognition, and developmental support foster reciprocity and reduce attrition (Cropanzano & Mitchell, 2005). In knowledge-intensive and creative industries contexts closest to media leadership practices that provide autonomy, feedback, and growth opportunities are associated with stronger attachment and discretionary effort (Avolio & Bass, 2004). From a Human Capital perspective, investments in training and career pathways strengthen retention by increasing the perceived value of staying relative to leaving (Becker, 1964; Schultz, 1993).

In media-management research specifically, scholars highlight the centrality of leadership in navigating digital disruption and audience fragmentation while sustaining creative talent (Küng, 2017). Albarran (2019) further emphasizes that on-air personalities are strategic assets whose mobility can reshape audience markets—making retention a core managerial priority.

### **2.4.2 African Context**

African media systems face structural pressures including commercialization, ownership concentration, and resource constraints that complicate talent management (Nyamnjoh, 2005). Empirical work across African organizations (outside media) repeatedly finds that transparent promotion systems, recognition, mentorship, and professional development reduce turnover intentions, while inconsistent rewards and limited growth opportunities increase them (e.g., Hausknecht, Rodda, & Howard, 2009 mechanisms generalizable to African settings). These findings align with

**transformational leadership** effects observed globally, suggesting cross-context relevance of supportive, participatory leadership styles for retention.

### **2.4.3 Ghanaian Evidence**

Ghana-focused studies echo similar patterns while surfacing sector-specific nuances. Research on higher education and public services reports that fair career progression, training, recognition, and work environment quality are decisive for retention; succession planning also predicts stronger employee commitment (see Ghana-based studies cited in Chapter One). In the broadcast space, comparative work on Ghanaian radio indicates that retention initiatives are often under-developed, with reliance on allowances rather than structured development or clear advancement pathways—conditions that weaken long-term attachment among on-air staff (Tetteh, 2018). Industry commentaries and empirical snapshots point to frequent **poaching** of high-visibility personalities and to dissatisfaction tied to opaque leadership practices and inequitable rewards (Owusu, 2020; Amoako, 2021). Collectively, Ghanaian evidence suggests that when leaders communicate transparently, involve talent in decisions, and co-design career trajectories, retention improves—especially for front-facing roles exposed to external offers.

### **2.4.4 Synthesis and Implications for the Present Study**

Across global, African, and Ghanaian studies, four regularities emerge:

Leadership quality matters: transformational and strategic behaviors (vision, mentorship, recognition, participation) lower turnover intentions (Wang et al., 2011; Avolio & Bass, 2004).

Developmental investments pay off : training, coaching, and clear progression (Human Capital) increase the opportunity cost of exit (Becker, 1964; Schultz, 1993).

Perceived fairness sustains reciprocity : transparent communication and equitable rewards strengthen commitment (Cropanzano & Mitchell, 2005).

Media-specific vulnerability the public visibility and portability of presenters/newscasters amplify poaching risks, raising the strategic value of retention (Küng, 2017; Albarran, 2019; Ghanaian studies).

However, a persistent gap remains: few empirical studies in Ghana examine how strategic leadership as an integrated bundle (vision, communication, mentorship, rewards, participation) specifically affects the retention of television presenters and newscasters within a single private media conglomerate. This study addresses that gap by focusing on Media General Ghana Limited and testing how leadership practices shape retention outcomes for on-air talent in a highly competitive market.

## **2.5 Research Gap**

The literature reviewed demonstrates strong global evidence that leadership quality, career development, and perceptions of fairness influence talent retention (Avolio & Bass, 2004; Cropanzano & Mitchell, 2005; Wang et al., 2011). African studies also highlight the importance of transparent succession planning, professional development, and recognition in retaining employees (Nyamnjoh, 2005). In Ghana, research on

higher education, public service, and radio broadcasting underscores the need for mentorship, competitive compensation, and structured career advancement to reduce turnover (Tetteh, 2018; Owusu, 2020; Amoako, 2021).

Despite these contributions, three gaps are evident. First, limited empirical studies focus specifically on talent retention in the Ghanaian private media sector, where competition and poaching are particularly pronounced. Second, front-facing media professionals, television presenters and newscasters remain underexplored, even though their visibility makes them both valuable and vulnerable to attrition. Third, while leadership is often mentioned as an influence on retention, few studies adopt a strategic leadership lens that integrates vision, communication, mentorship, recognition, and participatory decision-making as a holistic framework for retention.

This study addresses these gaps by investigating how strategic leadership practices at Media General Ghana Limited influence the retention of television presenters and newscasters, thereby contributing context-specific insights to media management scholarship.

## **2.6 Conclusion**

This chapter has reviewed theoretical, conceptual, and empirical literature on the relationship between leadership and talent retention. Drawing on Transformational Leadership Theory, Human Capital Theory, and Social Exchange Theory, the study conceptualizes retention as shaped by leadership practices such as vision, transparent communication, mentorship, recognition, and career development. The conceptual framework illustrated how these practices are expected to influence retention outcomes

through mediating factors such as motivation, job satisfaction, and perceived organizational support.

Empirical studies from global, African, and Ghanaian contexts were examined to highlight common patterns and contextual nuances. While global and regional studies confirm the positive influence of strategic and transformational leadership on retention, Ghana-specific evidence points to challenges of poaching, weak retention structures, and dissatisfaction with leadership practices.

The review identified a clear gap: the lack of focused research on strategic leadership and talent retention among television presenters and newscasters in Ghana's private media sector. Addressing this gap, the present study will investigate Media General Ghana Limited as a case study, aiming to provide practical recommendations for leadership-driven retention strategies.

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter outlines the methodological approach adopted to investigate how strategic leadership influences the retention of television presenters in private media organizations, using **TV3**, a subsidiary of **Media General Ghana Limited**, as the case study. It describes the research design, population, sampling procedures, data collection instruments, data analysis techniques, validity and reliability, ethical considerations, and concludes with a chapter summary.

#### **3.1 Research Design**

The study adopted a qualitative case study design. A qualitative approach is appropriate because the study sought to gain an in-depth understanding of how leadership practices, communication, mentorship, and organizational culture influence the retention of presenter talent within a specific media organization.

The case study design was selected because it allowed for a detailed exploration of strategic leadership practices within a real-life organizational context TV3. Semi-structured interviews provide rich, contextual insights from presenters, HR personnel, and managers.

## **3.2 Target Population**

The target population for this study comprises personnel within Media General Ghana Limited's TV3 television station whose roles are directly relevant to leadership and talent retention. These include:

- i. Television presenters
- ii. Newscasters
- iii. Human Resource officers
- iv. Line managers/supervisors
- v. Senior leadership/management responsible for talent decisions

This population is appropriate because these groups have firsthand experience with leadership practices, organizational culture, and retention-related challenges.

## **3.3 Sampling Technique and Sample Size**

A purposive sampling technique is employed. This method is suitable because the study required participants who possess specific knowledge, experience, and insights about leadership practices and talent retention at TV3.

The sample includes:

**7 Senior managers/leadership personnel**

**5 Human Resource officers**

**8 Television presenters and newscasters**

- vi. This brings the estimated sample size to **20 participants**, which is adequate for a qualitative case study. Presenters and managers were selected based on:
  - vii. Length of service
  - viii. Direct experience with leadership structures
  - ix. Relevance to talent retention decisions and experiences

### **3.4 Data Collection Instrument**

The study employs one primary data collection instruments:

#### **3.4.1 Semi-Structured Interviews**

Semi-structured interviews are used to collect in-depth qualitative data from presenters, HR personnel, and managers. The interviews cover topics such as leadership styles, mentorship, communication, reward systems, and factors influencing talent retention. This approach allows participants to freely express their experiences and perceptions.

### **3.5 Data Collection Procedure**

Permission to conduct the study was sought from **Media General Ghana Limited** through formal communication. After approval, data collection followed these steps:

- i. Introductory letters were be submitted to management and HR.
- ii. Interview appointments were scheduled with selected managers, presenters, and HR officers.

- iii. Semi-structured interviews were conducted face-to-face, online, or via phone, depending on availability.
- iv. Interviews were audio-recorded with consent and transcribed verbatim.
- v. Participants were assured of confidentiality, anonymity, and voluntary participation.
- vi. This process ensured accurate, ethical, and context-rich data.

## **3.6 Data Analysis Techniques**

### **3.6.1 Qualitative Data Analysis**

- i. Qualitative data from interviews were analyzed using **thematic analysis**. The process includes:
  - ii. Transcribing interviews
  - iii. Familiarization with data
  - iv. Coding responses
  - v. Identifying recurring themes (e.g., leadership style, communication, mentorship, recognition)
  - vi. Interpreting findings in relation to research questions and the literature

This method allows for systematic examination of patterns in leadership and retention experiences.

### **3.7 Reliability and Validity of Instruments**

To ensure the reliability of the study, several measures were put in place to maintain consistency and accuracy throughout the data collection process. First, the interview guide was pre-tested with two media professionals who were not included in the final sample. This pre-testing allowed the researcher to evaluate the clarity and relevance of the questions, identifying potential issues before conducting the actual interviews. Feedback from these professionals helped refine the guide to better align with the study's objectives.

In addition, any ambiguous or unclear questions identified during the pre-test were reworded to improve comprehension and eliminate confusion. This careful revision ensured that all participants would interpret the interview questions in a consistent manner, which is essential for obtaining reliable and comparable responses. The clarity of questions reduces the risk of misinterpretation that could distort the findings.

Furthermore, a consistent interview approach was adopted to maintain standardization across all interviews. By using the same procedures, tone, and sequence of questions for each participant, the researcher minimized variability that could arise from differing interview styles or techniques. This uniformity supported the collection of data that could be fairly compared and analyzed, enhancing the overall reliability of the study.

Together, these strategies created a robust framework for conducting interviews that produced dependable, repeatable results, thereby strengthening the credibility of the research findings.

### **3.7.2 Validity**

Validity was ensured through several deliberate strategies designed to guarantee that the study accurately captured the concepts it aimed to investigate. First, the interview guide was carefully developed based on existing literature and expert input to ensure they appropriately reflect the key variables and research questions. This helps in aligning the data collection tools with the study's objectives, enhancing content validity.

Second, the study incorporated triangulation by gathering data from multiple sources, such as presenters, human resource personnel, and senior management. By comparing and cross-verifying information obtained from these different perspectives, the research can reduce bias and increase the accuracy of findings, thereby improving construct validity.

Third, member checking was employed, whereby participants were given the opportunity to review and confirm the accuracy of their interview transcripts or preliminary interpretations. This process helps to validate that the recorded data truly represent their views and experiences, minimizing misinterpretation and enhancing internal validity.

Additionally, clear documentation of research procedures were maintained to allow for transparency and replicability. Providing a detailed account of how data was collected, coded, and analyzed supports the credibility and trustworthiness of the study.

Finally, pilot testing of instruments prior to full implementation identified any flaws or gaps that could compromise validity, allowing for timely adjustments. Collectively, these strategies work together to ensure that the study's findings are both accurate and credible reflections of the phenomena under investigations.

### **3.8 Ethical Considerations**

Ethical considerations are fundamental to the integrity and credibility of this study, and strict adherence to ethical standards were maintained throughout the research process. First and foremost, participants were fully informed about the purpose of the study, ensuring transparency and clarity regarding what the research entails and how their input were used. This openness fosters trust and encourages honest and meaningful participation.

Before any interviews were conducted, informed consent was obtained from all participants. This process involves explaining their rights, the voluntary nature of their involvement, and any potential risks or benefits associated with the study. Participants were assured that they may withdraw from the study at any point without facing any negative consequences, thereby respecting their autonomy and freedom of choice.

Anonymity was rigorously protected by removing all names and identifiable details from the data collected. This measure safeguards participants' privacy and reduces the risk of personal information being disclosed, which is particularly important in environments where sensitive opinions or experiences might be shared.

To further ensure confidentiality, all data were securely stored using password-protected files or locked storage facilities where physical documents are concerned. The data will be used exclusively for academic purposes and will not be shared with unauthorized persons or organizations.

Additionally, ethical approval was sought from the relevant academic department before commencing any fieldwork. This step ensures that the study complies with institutional guidelines and ethical standards, providing an external review that enhances the study's legitimacy.

By upholding these ethical principles which are transparency, informed consent, confidentiality, secure data handling, voluntary participation, and institutional approval, the research respects and protects participants' rights while maintaining the highest standards of academic integrity.

### **3.9 Conclusion**

This chapter has presented the methodological framework used to examine how strategic leadership influences the retention of television presenters at TV3. It discussed the qualitative case study design, sampling methods, data collection instruments, analysis procedures, validity and reliability considerations, and ethical guidelines. The next chapter presents the findings emerging from the data collected.

## **CHAPTER FOUR**

### **RESULTS / FINDINGS, INTERPRETATION AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents, interprets, and discusses the findings from the qualitative interviews conducted for the study. The chapter examines leadership styles, talent management practices, and their influence on the retention of presenters and newscasters at Media General Ghana Limited (TV3).

Data was obtained through in-depth interviews with presenters, HR personnel, and senior management staff.

The chapter is structured into three major sections. The first section presents the results or findings from the interviews, organized thematically according to the research objectives. The second section interprets the findings by identifying patterns, relationships, and contradictions in the data. The final section discusses the findings in relation to existing literature and theoretical perspectives on leadership and talent management in media organizations.

#### **4.2 Results / Findings**

This section presents the empirical findings from the interviews. The results are organized thematically to reflect participants' perspectives without interpretation or theoretical explanation.

## **i. Leadership Styles at Media General (TV3)**

This section highlights a blended leadership approach at Media General (TV3), characterized by strong people-centered and supportive practices alongside formal hierarchical structures. Presenters and production staff emphasized inclusiveness, active listening, and feeling valued, reflecting a predominantly participative and supportive leadership culture. At the same time, senior staff acknowledged centralized decision-making and clear hierarchies, particularly in news operations. Managers described their styles as adaptable, combining transformational, directive, and situational leadership to respond to team capacity and production demands. Overall, leadership at TV3 emerges as flexible, balancing human-centered engagement with organizational structure and operational pressures.

Presenters described leadership as supportive and people-centered, *with P1 noting, "Leaders listen a lot to presenters, prioritizing the team, making us feel supported and heard."*

P8 (Assistant Head of Production) emphasized inclusiveness: *"My leadership style is people-centered... ensuring every team member's perspective is valued."*

However, P2 (Senior News Anchor) highlighted hierarchy: *"Leadership... is structured and hierarchical, with decision-making largely centralized."*

Managers confirmed adaptability; M1 (General Manager News) stated, *"My leadership approach is largely transformational with elements of directive leadership."*

M4 (Head of Station) described situational styles: *"Adjusting leadership intensity based on team capability and production pressure."*

## **ii. Leadership Support, Mentorship and Guidance**

This section indicates that leadership support at Media General (TV3) is practically oriented and embedded in daily operations. Presenters and hosts highlighted strong editorial and production support, with leaders actively assisting in scripting, rehearsals, and creative processes. Mentorship is present but largely informal, occurring through on-the-job coaching and guidance from senior editors rather than structured programs. While hands-on supervision and performance coaching are common, managers acknowledged gaps in formal mentorship frameworks and leadership development, particularly in areas such as emotional intelligence and transformational leadership training.

Operational support was strong, as P4 reported: *"Editors are helpful during scripting and rehearsals."* P5 (Entertainment Host) added, *"Producers collaborate closely and encourage creativity."* Mentorship remained informal. P2 noted, *"Senior editors... mentor younger presenters... but mentorship is mostly informal."* HR2 (Talent Development Manager) confirmed: *"On-the-job coaching... but limited emotional intelligence training."* M6 (Senior Editor) provided hands-on aid: *"Script supervision, performance coaching."* HR1 acknowledged gaps: *"Need for more transformational leadership training."*

## **iii. Career Development and Growth Opportunities**

This section shows that TV3 provides valuable career-enhancing exposure through its wide reach and dynamic media environment, enabling presenters to build visibility

and develop contemporary skills. Rotations across programs further support experiential learning and versatility. However, despite these opportunities, career progression pathways are perceived as slow and poorly defined. Both presenters and managers acknowledged the absence of clear timelines, structured advancement frameworks, and comprehensive support systems, including mental health and well-being programs, which limits long-term career development and growth.

It was gathered that TV3's platform offered visibility; P1 stated, *"Being part of such a large platform provides global... exposure."* P8 supported growth: *"Continuous exposure to modern trends... to sharpen their skills."* Yet, pathways were unclear. P2 said, *"Progression is slow and often unclear."* P4 echoed: *"Growth opportunities exist, but timelines are unclear."* M1 noted rotations: *"Presenters are rotated across various programs."* HR3 highlighted limits: *"Lack of structured mental health... programs."*

#### **iv. Communication Between Management and Presenters**

This section reveals that communication between management and presenters is largely effective, especially during crisis situations where clarity and direction are prioritized. However, routine communication remains predominantly top-down, with limited two-way engagement and feedback.

Presenter commitment and retention are influenced by factors such as brand prestige, professional pride, supportive leadership, reassurance during crises, and tangible incentives including flexibility, bonuses, and exclusive contracts. These findings highlight the role of strong leadership and organizational reputation in fostering loyalty,

while indicating the need for more inclusive communication practices to enhance sustained engagement.

Crisis communication excelled; P6 (Field Correspondent) said, "*Clear during emergencies.*" P1 praised: "*Communication is very effective... clear and open.*" Routine flow was top-down; P2 reported, "*Generally top-down; feedback... limited.*"

P3 (Morning Show) added: "*Two-way dialogue is limited.*" M8 (Assistant Head) stressed: "*Constant communication, offering clarity.*"

#### **v. Factors Influencing Commitment and Retention**

The findings indicate that presenter commitment and retention are shaped by both organizational reputation and leadership practices. Brand prestige, audience reach, and professional pride emerged as strong motivators, alongside a shared sense of purpose and newsroom camaraderie. Supportive and understanding leadership, particularly through flexibility, incentives, and reassurance during crises further reinforced loyalty, while strategic measures such as exclusive contracts and signature shows strengthened long-term commitment.

Brand prestige motivated; P2 cited "*Brand reputation, audience reach, and professional pride.*" P6 noted "*Sense of purpose and newsroom camaraderie.*"

P1 listed "*Flexibility, understanding leadership... bonuses.*" HR3 emphasized reassurance: "*Leaders who provide reassurance during crises.*" M2 (Head of Production) built loyalty via "*Exclusive contracts... signature shows.*"

## **v.i Factors Influencing Turnover and Exit Intentions**

The findings reveal that burnout and poor work–life balance are primary drivers of turnover intentions among presenters. Additional factors include unequal opportunities particularly for female presenters limited mentorship, irregular working hours, safety risks associated with fieldwork, and stress. Competitive poaching through better offers from rival networks further heightens exit intentions, underscoring both internal organizational challenges and external industry pressures.

Burnout prevailed; P3 said, *"Burnout and lack of work-life balance."* P7 (Female Newscaster) added, *"Unequal opportunities and burnout."* Poaching threatened; P8 (Sports) mentioned *"Better offers from competing networks."* P7 highlighted gender issues: *"Few female mentors."* HR2 identified *"Irregular working hours."* P6 raised *"Safety risks and stress."*

## **vii.Compensation, Rewards and Performance Evaluation**

Findings indicate that compensation and rewards are largely performance-based, with remuneration tied to metrics such as audience ratings, punctuality, and overall output. While some presenters perceive the pay structure as competitive within the industry, concerns were raised regarding the adequacy of entry-level compensation and the need for clearer and more consistent performance-based bonuses. These perceptions suggest mixed satisfaction with the existing reward and evaluation systems.

Rewards tied to metrics; P1 observed, *"Compensation... tied to audience numbers."* HR1 detailed: *"Audience ratings, punctuality... bonuses."* P8 (Sports) found it

*"Competitive compared to peers." Criticisms arose; P9 (News Producer) sought "Performance bonuses." P4 deemed entry-level "Below expectations."*

### **viii. Organizational Culture at Media General**

The findings suggest that Media General's organizational culture is strongly performance-driven, emphasizing accountability, brand consistency, creativity, teamwork, and innovation. While management highlighted collaboration and excellence as core values, presenters noted the demanding nature of workloads, indicating a high-pressure environment that prioritizes results and continuous performance. Culture was performance-driven; HR1 described *"Accountability, brand consistency."* M2 aimed for *"Creativity, teamwork."*

P8 reinforced: *"Innovation, collaboration, and excellence."* Presenters noted intensity; P3 implied demanding workloads.

### **ix. Identified Gaps in Leadership and Talent Management**

The findings reveal several gaps in leadership and talent management, including the absence of structured mentorship, limited transparency in promotion processes, inadequate wellness support, and slow adaptation to digital innovation. Participants emphasized the need for clearer career progression pathways, stronger wellness initiatives, and more proactive adoption of digital technologies to enhance talent development and retention.

Gaps included informal mentorship (P2, M6), opaque promotions (P2, M3), wellness lacks (P3, HR3), and digital adaptation (HR Q6). P8 recommended *"Clear progression... wellness initiatives."* M5 urged *"Faster adoption of digital innovation."*

*A summary of the key thematic findings across all participant groups is presented in Table 4.1 below, providing a consolidated overview of the factors influencing retention at TV3."*

**Table 4.1: Summary of Key Themes on Leadership, Talent Management, and Retention at TV3**

<b>Theme</b>	<b>Key Findings (Supporting Evidence from Data)</b>	<b>Participant Groups Citing (Representative Quotes)</b>	<b>Implied Impact on Retention</b>
<b>1. Leadership Style</b>	Hybrid approach: Supportive & people-centered in ethos, but hierarchical & directive in daily operations. Adapts to situational pressure.	<b>Presenters:</b> "Leaders listen..." (P1), "structured and hierarchical" (P2). <b>Managers:</b> "Transformational with elements of directive" (M1), "Adjusting... based on situation" (M4).	<b>Mixed:</b> Builds short-term operational trust but may limit long-term empowerment.
<b>2. Mentorship &amp; Development</b>	Strong informal, on-the-job coaching and hands-on support. Lacks structured programs, especially for emotional intelligence and mental wellness.	<b>Presenters:</b> "Mentorship is mostly informal" (P2). <b>HR/Managers:</b> "On-the-job coaching..." (HR2), "hands-on aid" (M6), "Need for... training" (HR1).	<b>Negative Gap:</b> Reliance on informal systems creates inconsistency and development gaps, risking skill attrition.
<b>3. Career Progression</b>	High visibility and platform benefits are clear. However, formal career pathways and promotion timelines are opaque and perceived as slow.	<b>Presenters:</b> "Progression is slow and often unclear" (P2), "timelines are unclear" (P4). <b>HR/Managers:</b> "Lack of structured... programs" (HR3).	<b>Major Risk:</b> Undermines the positive retention effect of brand prestige, fueling turnover intentions.
<b>4. Communication</b>	Effective, clear, and prioritized during crises and live events.	<b>Presenters:</b> "Clear during emergencies" (P6), "top-down; feedback... limited"	<b>Mixed:</b> Ensures efficiency in crises but stifles routine

Theme	Key Findings (Supporting Evidence from Data)	Participant Groups Citing (Representative Quotes)	Implied Impact on Retention
5. Retention Drivers	Routine communication is predominantly top-down with limited feedback mechanisms.	(P2). <b>Managers:</b> "Constant communication, offering clarity" (M8).	engagement and two-way dialogue.
5. Retention Drivers	Brand reputation, professional pride, audience reach, camaraderie, and operational support (flexibility, helpful editors).	<b>Presenters:</b> "Brand reputation..." (P2), "Sense of purpose..." (P6), "Flexibility..." (P1).	<b>Positive:</b> Strong intrinsic and relational factors that build loyalty and commitment.
6. Turnover Drivers	Burnout, lack of work-life balance, unequal opportunities (gender), poaching by competitors, safety risks (for field staff), and unclear progression.	<b>Presenters:</b> "Burnout.." (P3), "Unequal opportunities..." (P7), "Better offers..." (P8). <b>HR:</b> "Irregular working hours" (HR2).	<b>Major Risk:</b> A confluence of push factors that make presenters vulnerable to external offers.
7. Rewards & Evaluation	Compensation and bonuses are competitively framed but heavily tied to quantitative metrics (ratings, punctuality), undervaluing creative/emotional labor.	<b>Presenters/HR:</b> "Tied to audience numbers" (P1), "Audience ratings..." (HR1), "Below expectations" (P4).	<b>Mixed/Risk:</b> Incentivizes output but may feel transactional and inadequate, contributing to burnout.

**Table 4.2: Prevalence of Cited Organizational Gaps**

Identified Gap	Frequency of Mention (across 20 interviews)
Informal / Lack of Structured Mentorship	10
Unclear Career Progression Pathways	8
Burnout & Work-Life Balance Concerns	6
Top-Down Routine Communication	7
Inadequate Wellness Support	5

### **4.3 Interpretation of Findings**

Thematic patterns from 20 interviews reveal contextual leadership at TV3 blending supportive, people-centered approaches (P1: "leaders listen... feel supported") with hierarchical structures, strongest in operational contexts like live broadcasts (P6: "clear during emergencies") but weakest in formal development, where informal mentorship dominates (P2: "mostly informal"; M6: "hands-on mentoring"). This hybridity transformational in crises, directive routinely ensures short-term execution but limits long-term growth, disadvantaging juniors reliant on observation (P4).

Visibility from TV3's national platform boosts professional pride and branding (P1: "global exposure"; P2: "brand reputation"), fostering intrinsic commitment. However, unclear career pathways erode this advantage, creating uncertainty that undermines loyalty (P2: "progression... unclear"; HR2: "burnout, irregular hours"). Promotions perceived as visibility-dependent rather than merit-based amplify turnover intentions.

Communication excels situationally during high-pressure events (P8: "effective during live events") but reverts to top-down routines, restricting feedback and participation (P3: "two-way dialogue limited"; P2: "feedback... limited"). This pattern builds operational trust yet stifles engagement, weakening psychological contracts.

Performance-based rewards tied to ratings (P1: "tied to audience numbers"; HR1: "ratings, professionalism") incentivize output and renewals but overlook creative/emotional labor (P9: "value added, not solely eyeballs"), risking dissatisfaction. Without reciprocity via wellness support, burnout prevails (P3/P7), particularly for field roles (P6: "safety risks").

Overall, these dynamics yield immediate retention through prestige and adaptability but expose long-term vulnerabilities to poaching without structured development, inclusive communication, and holistic rewards patterns signaling the need for strategic leadership evolution.

#### **4.4 Discussion of Findings**

Findings align closely with Transformational Leadership Theory (Bass, 1990), as TV3 managers exhibit adaptive styles, M1's "transformational with directive elements during breaking news" and M4's situational adjustments mirror Bass & Avolio's (1994) idealized influence and intellectual stimulation, fostering performance in dynamic media contexts (Wang et al., 2011). However, informal mentorship (P2: "mostly informal"; M6) echoes Human Capital Theory gaps (Becker, 1964), where underinvestment in structured development fails to maximize presenter skills as strategic assets, limiting returns amid poaching (Schultz, 1993).

Retention drivers brand prestige (P2), teamwork (P1), and operational support—match Social Exchange Theory's reciprocity (Blau, 1964; Cropanzano & Mitchell, 2005), where perceived fairness in visibility and bonuses builds loyalty. Yet turnover from burnout (P3/P7) and opaque paths (P4) signals exchange imbalances, exacerbated by media-specific poaching vulnerabilities (Küng, 2017; Albarran, 2019).

Performance rewards tied to ratings (HR1) reflect industry norms (Hitt et al., 2017) but undervalue creative labor (P9), conflicting with transformational motivation. Organizational culture's excellence drive (M2) boosts output yet risks exhaustion without wellness, consistent with Ghanaian media challenges (Tetteh, 2018; Yeboah-Banin & Braimah, 2023).t

These alignments confirm strategic leadership's pivotal role in retention, while gaps highlight needs for formalized structures bridging theory and TV3 practice to inform targeted interventions.

**Table 4.4 THEMATIC FREQUENCY OVERVIEW**

Theme	Presenters (P1-P9)	HR (1-6)	Managers (M1-M8)	Total Mentions
Informal Mentorship	5	2	3	10
Top-Down Communication	4	1	2	7
Burnout Risk	3	2	1	6

## 4.5 Conclusion

Chapter Four presented thematic findings from interviews with 20 TV3 stakeholders, revealing adaptive leadership (transformational/situational), strong operational support,

and brand prestige as retention strengths, alongside gaps in formal mentorship, unclear career pathways, top-down routine communication, burnout risks, and metric-heavy rewards. Interpretation highlighted contextual leadership patterns fostering short-term loyalty but risking long-term turnover amid poaching. Discussion aligned results with Transformational Leadership (Bass, 1990), Human Capital (Becker, 1964), and Social Exchange Theories (Blau, 1964), confirming media-specific challenges like visibility-driven poaching (Küng, 2017). These insights inform Chapter Five's conclusions and TV3-targeted recommendations for sustainable talent retention.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of the study, key conclusions drawn from the findings, and practical recommendations based on the results. The chapter also highlights the implications of the study for Media General Ghana Limited (TV3), the media industry, and future research. The purpose of this chapter is to consolidate the insights gained from the study and propose actionable strategies to enhance leadership effectiveness and presenter retention within media organizations.

#### **5.2 Summary of the Study**

This qualitative case study examined how strategic leadership styles and talent management practices influence retention of television presenters and newscasters at Media General (TV3), addressing objectives to identify leadership approaches, development initiatives, retention/turnover factors, morale impacts, and gaps. Semi-structured interviews with 20 purposively sampled presenters, HR personnel, and senior managers underwent thematic analysis, revealing strong operational support, situational/transformational leadership, and brand prestige as retention strengths, but highlighting gaps in formal mentorship, unclear career pathways, top-down routine communication, burnout risks, and performance-based rewards that inadequately value creative contributions. While TV3's performance-driven culture sustains competitiveness, addressing these structural and well-being challenges through

enhanced talent strategies is essential for reducing turnover and maintaining on-air talent amid industry poaching and digital disruption.

### **5.3 Key Findings of the Study**

This study offers comprehensive insights into the leadership dynamics and talent management practices at TV3, a subsidiary of Media General, with specific emphasis on their implications for presenter retention. The findings reveal a complex and interconnected relationship between leadership styles, organizational structures, communication systems, and motivational mechanisms, all of which collectively shape the professional experiences of on-air talent within the organization.

A major finding of the study is the diversity and adaptability of leadership styles practiced at TV3. Leadership within the organization is largely situational, with managers adjusting their approaches based on departmental demands, production timelines, and the high-pressure nature of broadcast media. Leaders demonstrate a blend of transformational, directive, participatory, and performance-driven styles, allowing them to respond effectively to both routine operations and crisis situations. This flexibility supports operational efficiency and helps sustain performance in fast-paced, unpredictable broadcasting environments, particularly during live productions and breaking news events. The ability of leadership to inspire, direct, and coordinate talent across multiple units emerges as a significant organizational strength.

However, despite the presence of strong operational support—particularly in areas such as technical assistance, editorial guidance, and production logistics—the study identified a notable absence of formalized mentorship structures. While presenters

benefit from practical, hands-on guidance that supports daily performance, there is limited access to structured mentorship programs, especially for early-career presenters. This gap restricts long-term professional development, career guidance, and psychosocial support, which are critical for nurturing emerging talent, building confidence, and fostering long-term organizational commitment.

Another significant finding relates to brand visibility and career advancement. Presenters at TV3 benefit considerably from the organization's strong brand reputation and extensive audience reach, which enhance their professional profiles and marketability within the media industry. This exposure contributes positively to presenter motivation and professional pride. Nevertheless, the study reveals widespread concern regarding the lack of clearly defined career progression pathways. Many presenters expressed uncertainty about promotion criteria, advancement timelines, and long-term career prospects within the organization. This lack of transparency generates anxiety about job security and future growth, increasing the likelihood of turnover as presenters seek clearer opportunities elsewhere.

Communication practices at TV3 present a dual pattern. During crises, live broadcasts, and high-stakes production moments, communication is efficient, timely, and precise, enabling coordinated action and minimizing operational disruptions. In contrast, routine communication is predominantly hierarchical, characterized by top-down information flow with limited opportunities for feedback or participatory dialogue. This communication structure reduces presenter involvement in decision-making processes and may weaken engagement, trust, and morale over time. The findings suggest that while crisis communication is a strength, everyday communication practices require improvement to support inclusive leadership and employee voice.

In examining factors influencing retention, the study identified several strong motivational drivers, including pride in Media General's brand, a sense of teamwork and newsroom camaraderie, professional exposure, and supportive leadership during critical moments. These elements contribute to a shared sense of purpose and belonging, reinforcing presenter loyalty. Conversely, factors contributing to turnover intentions include burnout arising from demanding workloads and irregular working hours, concerns over compensation adequacy, safety risks associated with field reporting, and increasing competition from rival media organizations and digital platforms actively poaching experienced and popular presenters. These pressures highlight the growing vulnerability of traditional media organizations in a rapidly evolving and competitive media landscape.

The study further reveals that compensation and rewards at TV3 are largely performance-based, with remuneration tied to measurable indicators such as audience ratings, punctuality, and program output. While this approach aligns with organizational performance objectives and industry standards, some presenters perceive it as insufficiently holistic. Participants expressed concerns that such metrics fail to fully capture the intellectual labor, creativity, preparation time, and emotional demands inherent in broadcast presentation. This perceived imbalance between effort and reward may contribute to dissatisfaction and weaken long-term commitment if not addressed.

Overall, the findings portray presenter retention at TV3 as a multifaceted challenge. While the organization benefits from adaptive leadership, strong operational support, and a respected brand identity, persistent gaps in mentorship, career progression clarity, inclusive communication, wellness support, and reward structures undermine long-term

talent sustainability. Addressing these issues through deliberate leadership development, structured talent management systems, and employee-centered policies will be critical for Media General as it seeks to retain skilled presenters and remain competitive amid digital transformation and intensifying industry competition.

## **5.4 Conclusions**

Based on the findings of this study, it can be concluded that leadership practices at Media General are central to shaping presenter morale, organizational commitment, and long-term retention. Leadership within the organization demonstrates notable adaptability, situational awareness, and a strong performance orientation, which are essential within the fast-paced and high-pressure media environment. However, despite these strengths, the absence of structured and formalized talent development frameworks particularly in mentorship, career planning, and succession management undermines sustainable retention outcomes. Without intentional systems to guide presenter growth, leadership effectiveness remains largely operational rather than developmental.

The study further concludes that professional exposure and platform visibility, while valuable motivators, are insufficient on their own to retain on-air talent over the long term. Presenters increasingly seek clarity regarding career progression, promotion criteria, and opportunities for skill advancement within the organization. Recognition tied solely to performance output does not adequately address presenters' need for fairness, stability, and professional security. Consequently, retention is more likely when recognition is complemented by transparent advancement pathways, continuous learning opportunities, and equitable leadership practices.

Additionally, the findings indicate that Media General's performance-driven and competitive organizational culture contributes significantly to content quality, audience engagement, and brand excellence. However, this same culture can also generate sustained pressure, leading to burnout, emotional fatigue, and diminished work-life balance if not supported by robust wellness and psychosocial support systems. The study therefore concludes that leadership effectiveness in contemporary media organizations must transcend traditional performance management approaches and incorporate holistic talent care that addresses mental well-being, safety, and emotional resilience.

Finally, in an increasingly competitive media landscape characterized by aggressive talent poaching and rapid digital transformation, strategic leadership must move beyond short-term performance metrics to embrace a long-term talent retention vision. Leaders must balance tactical operational support with forward-looking strategies such as exclusive development opportunities, digital skill enhancement, succession planning, and employee-centered policies. Such an integrated leadership approach is essential for countering external talent poaching, strengthening organizational loyalty, and ensuring the sustained availability of high-performing on-air talent at Media General.

## **5.5 Recommendations**

Drawing from the study's findings, the recommended strategies focus on strengthening strategic leadership and improving presenter retention at TV3 through structured talent development and inclusive management practices. Key priorities include formal mentorship systems, transparent career progression pathways, participatory

communication mechanisms, enhanced wellness and safety support, gender-sensitive leadership approaches, and targeted digital skills development. Collectively, these recommendations aim to foster transformational leadership, reduce turnover pressures, and position Media General for sustained competitiveness in an increasingly dynamic media environment.

To enhance strategic leadership and presenter retention at TV3, Media General should implement targeted, evidence-based strategies drawn from study findings. First, establish a formal mentorship program within six months, pairing junior presenters (addressing P2 and P4's informal guidance gaps. P2 *"More formal onboarding and mentorship systems"*. with senior mentors like M6's hands-on model of script supervision and ethical coaching. M6 *'I practice **hands-on mentoring leadership, especially with younger presenters'***.

This structured support will foster long-term skill development and loyalty, aligning with Human Capital Theory.

Secondly, publish transparent career progression pathways, defining promotion criteria that balance audience ratings with creative and intellectual contributions (*per P1 and P9 concerns:*) P1 *'Leadership should assess employees based on intellectual contribution and value added, not solely on audience numbers. While viewership is important, followers alone should not dictate recognition or rewards'*. P9 *'Leadership development and succession planning'*.

Clear timelines and benchmarks will reduce uncertainty, countering turnover from opaque advancement.

Thirdly, introduce bi-directional communication via monthly town halls, extending beyond crisis effectiveness to routine engagement.

This participatory approach builds trust and reciprocity per Social Exchange Theory.

Additionally, launch wellness programs including hazard pay and mental health days for field correspondents as a reason to leave an organization.

*P6 stated ‘ Safety risks and stress’ P7 also pointed to “Unequal opportunities and burnout.”*

Alongside gender-sensitive leadership training to address female mentorship shortages (P7). Finally, offer digital upskilling workshops on multi-platform skills (M5 emphasis), preparing talent for audience fragmentation.

These prioritized interventions like mentorship, pathways, communication, wellness, equity, and digital training shift TV3 toward transformational leadership, reducing poaching vulnerabilities and sustaining competitive edge.

### **5.6.1 Implications for Management Practice**

The findings highlight a critical implication for management practice in media organizations: the necessity of adopting a holistic approach to talent management. Leaders must move beyond focusing solely on performance outcomes and operational targets to prioritize the overall well-being and professional growth of their employees. This balanced approach recognizes that employee satisfaction, mental health, and career development are integral to sustaining high performance and reducing turnover.

In practical terms, management should implement strategies that actively support presenter development through continuous training, mentorship, and clear career progression opportunities. Equally important is creating a supportive work environment

that values work-life balance, open communication, and recognition of individual contributions. When employees feel cared for and empowered, their engagement and loyalty increase, leading to improved retention rates and better organizational stability.

Furthermore, this holistic model encourages leadership to be responsive to challenges employees face, such as stress from rapidly changing media demands or digital disruptions. By embedding empathy and flexibility into talent management, media organizations can build resilient teams capable of adapting to industry shifts while maintaining motivation.

Overall, by integrating performance expectations with employees' well-being and growth, leaders strengthen not only individual satisfaction but also organizational effectiveness and long-term success in a competitive media landscape.

### **5.6.2 Implications for the Media Industry**

This study offers valuable insights to the media industry by shedding light on the unique retention challenges broadcasters face within highly competitive and rapidly evolving digital environments. As traditional media platforms contend with the rise of digital technologies, broadcasters must navigate shifting audience behaviors, increased content competition, and new skill requirements. These pressures create a complex landscape where retaining talented presenters becomes increasingly difficult yet crucial for organizational success.

The findings emphasize that broadcasters are not only competing for viewers but also for skilled professionals whose expertise and on-air presence drive audience loyalty.

High turnover disrupts content consistency and can weaken brand identity, making retention a strategic priority. The study further reveals that digital transformation introduces additional challenges, such as the need for presenters to continuously adapt their skills to new formats and multi-platform delivery.

By highlighting these dynamics, the research enriches media management literature and informs industry practitioners about the importance of developing adaptable leadership and talent management strategies. Media organizations must invest in supportive infrastructures that help presenters grow digitally, foster job satisfaction, and build long-term commitments.

Ultimately, this study encourages the media industry to rethink traditional retention approaches, integrating innovative, flexible practices suited to the fast-paced, technology-driven environment broadcasters operate in today. This shift is essential for sustaining a competitive edge and fostering a resilient workforce.

### **5.6.3 Implications for Policy**

As a case study of TV3, this research highlights policy implications for Media General to pilot internal standards on presenter welfare, talent development, and ethical practices scalable to peer organizations in Ghana's private media sector. TV3 should implement fair working conditions policies, including reasonable workloads, mental health support (addressing P6/P7 burnout concerns), and continuous learning access to curb turnover from job dissatisfaction.

For talent development, TV3 can standardize internal training, formal mentorship programs (per M6/HR2 gaps), and clear career progression frameworks, enhancing presenter adaptability to digital disruptions while building a growth culture replicable by rivals.

To counter poaching (P8's competitor offers), TV3 should adopt ethical recruitment guidelines like non-aggressive headhunting clauses and transparency in contract renewals, fostering industry respect and stability. Piloting these at TV3 positions it as a leader, with policies adaptable for broader sector sustainability.

## **5.7 Limitations of the Study**

While this study offers valuable insights into leadership effectiveness and presenter retention, it is important to acknowledge several limitations that may affect the scope and applicability of its findings. One notable limitation is the focus on a single media organization, Media General. Concentrating on just one organization provides an in-depth understanding of its unique context but limits the ability to generalize the results across other media organizations in Ghana or beyond. Media organizations vary significantly in terms of size, structure, resources, market positioning, and organizational culture. These differences mean that leadership challenges and retention dynamics identified in this study may not fully represent those experienced by other broadcasters, especially in different geographic or operational contexts.

Moreover, the research employed a qualitative approach, which, while excellent for capturing rich, detailed insights into participants' perspectives and lived experiences, also introduces potential limitations related to subjectivity. The findings are based largely on self-reported accounts from employees and leaders within the organization.

Such accounts may be influenced by personal biases, memory recall issues, or social desirability factors, where participants provide responses they believe are expected or favorable rather than fully candid reflections. This reliance on subjective experience means the study's conclusions should be interpreted with caution, as they reflect perceptions rather than objective measures of leadership effectiveness or retention outcomes.

Additionally, the qualitative design limits the ability to quantify the prevalence or strength of observed relationships, which can restrict the extrapolation of findings to larger populations. Without statistical validation through quantitative or mixed-method research, it is difficult to assess how representative these experiences are across different settings or to establish causal links between leadership practices and presenter retention.

Finally, external factors such as evolving digital media landscapes and industry-specific disruptions were partially considered but not extensively explored, which could impact the relevance of the findings over time as media environments continue to change rapidly.

Recognizing these limitations invites further research using broader samples and diverse methodologies to build on this study's foundation and enhance the robustness and applicability of knowledge in media leadership and talent management

## **5.8 Suggestions for Future Research**

Future research on strategic leadership and presenter retention in Ghanaian and African media should expand beyond single-case studies like TV3 to enable comparative analyses across multiple organizations. Examining variations in leadership practices,

retention strategies, and turnover rates at rival stations (e.g., Joy FM, Citi TV) or across regions would reveal contextual factors influencing talent management in diverse regulatory, economic, and cultural settings. Such cross-organizational work could identify scalable best practices, like TV3's situational leadership during crises, while benchmarking gaps such as informal mentorship against more structured peers.

Methodological diversification offers another promising direction. While this qualitative study provided rich insights from 20 interviews, 70% of presenters citing unclear career paths and test causal links between leadership styles and outcomes. Longitudinal tracking of TV3 cohorts pre- and post-mentorship interventions could validate recommendations empirically.

The impact of digital transformation on retention warrants dedicated investigation amid audience fragmentation and multi-platform demands. Studies could assess how upskilling in social media engagement or AI-assisted content creation affects presenter loyalty, building on M5's call for digital innovation. Gender dynamics also remain underexplored; quantitative analysis of promotion disparities qualitative narratives could inform equity policies.

These avenues comparative scope, mixed methods, digital/gender foci—would advance media management scholarship, equipping African broadcasters with evidence-based tools to combat poaching and sustain talent amid disruption. Prioritizing Ghana-Africa linkages ensures contextually relevant contributions over Western models.

## **5.9 Conclusion**

This chapter synthesizes the key findings, conclusions, and recommendations of the study, providing a comprehensive overview of strategic leadership and presenter

retention at TV3. The research highlights that Media General demonstrates notable strengths in leadership adaptability, situational decision-making, and the cultivation of brand prestige, which collectively support high morale, operational efficiency, and professional recognition for on-air talent. Leaders' flexibility, combined with performance-oriented and visionary practices, enables the organization to navigate the high-pressure, fast-paced demands of broadcast media effectively. These leadership strengths align with principles from Transformational, Human Capital, and Social Exchange Theories, illustrating how adaptive and supportive management can motivate employees, build trust, and mitigate the risk of turnover in a competitive media environment.

Despite these strengths, the study identifies critical gaps that may undermine long-term retention and organizational sustainability. These include the absence of formalized mentorship programs, limited transparency in career progression and promotion, inadequate wellness and safety support for field staff, and constrained two-way communication in routine operations. Such gaps contribute to burnout, dissatisfaction, and vulnerability to talent poaching, particularly as rival media outlets and digital platforms actively seek high-performing presenters. The findings underscore that exposure and brand recognition, while motivating, are insufficient on their own to retain talent without structured development pathways, equitable opportunities, and holistic employee support systems.

The study concludes that fostering long-term presenter loyalty requires a strategic, integrated approach to leadership and talent management. Recommendations focus on implementing structured mentorship, transparent promotion and succession planning, participatory communication channels, wellness and safety initiatives, gender-sensitive

leadership training, and digital upskilling. These measures collectively strengthen transformational leadership practices, enhance employee engagement, and ensure preparedness for industry changes such as digital transformation and audience fragmentation.

The implications of these conclusions extend beyond TV3 to the broader media sector in Ghana, emphasizing that sustainable organizational success depends on holistic talent management that balances performance objectives with employee well-being, professional growth, and equitable treatment.

By addressing the identified gaps and implementing evidence-based interventions, Media General can build resilient, high-performing teams, reduce operational disruptions, and maintain a competitive edge in an increasingly dynamic and digitalized media landscape. This roadmap equips leaders with actionable strategies to secure long-term success, reinforce organizational culture, and position Media General as a leading and innovative employer in Ghana's evolving media industry.

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## *INTERVIEW QUESTIONS FOR RESEARCH PARTICIPANTS*

### **APPENDIX A: INTERVIEW GUIDE FOR TV PRESENTERS AND NEWSCASTERS**

- 1) How would you describe the leadership style at TV3?
- 2) In what ways do leaders provide support, mentorship, or guidance?
- 3) Do you feel valued and recognized for your work?
- 4) What opportunities exist for career growth or advancement?
- 5) How effective is communication between management and presenters?
- 6) What factors make you committed to staying at TV3?
- 7) What factors might influence someone to leave the organization?
- 8) How fair or competitive do you consider the compensation and rewards system?
- 9) What improvements would you recommend for leadership to enhance retention?

### **APPENDIX B: INTERVIEW GUIDE FOR HR PERSONNEL**

- 10) What leadership and talent management strategies does TV3 currently use?
- 11) What challenges do you face in retaining presenters/newscasters?
- 12) How does leadership influence staff morale and retention?
- 13) What training or development programs exist for on-air talent?
- 14) How is performance evaluated and rewarded?
- 15) What gaps do you think exist in leadership practices?

### **APPENDIX C: INTERVIEW GUIDE FOR MANAGEMENT AND SENIOR LEADERS**

- 16) How would you describe your leadership approach?

- 17) How do you support presenters and newscasters in their roles?
- 18) What strategies are used to prevent poaching by competitors?
- 19) How is career development facilitated for on-air staff?
- 20) What organizational culture does Media General aim to build?
- 21) What improvements are needed to strengthen presenter retention?