



Investigating the mediating effects of organisational ethics on the relationship between talent management, corporate governance, and employee engagement in selected public institutions in Ghana

Chilala Osman¹
Godfrey Adda²
Michael Yipake Banseh³
Mustapha Torobo Seidu⁴
William Aduah Yorose⁵

¹cosman@bolgatu.edu.gh

²gadda@bolgatu.edu.gh

³mbanseh20@yahoo.com

⁴mtseidu@bolgatu.edu.gh

⁵wyorose@bolgatu.edu.gh

¹<https://orcid.org/0000-0002-8694-6352>

²<https://orcid.org/0000-0002-9118-0750>

³<https://orcid.org/0000-0003-0993-0725>

⁴<https://orcid.org/0009-0000-1922-6534>

⁵<https://orcid.org/0009-0003-4421-0114>

^{1,2,4,5}Bolgatanga Technical University, ³CK Tadam University, Ghana

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ABSTRACT

In the context of Ghana's emerging economy, the interrelationships between talent management, corporate governance, and employee engagement are pivotal for organizational success. This study investigates the mediating effects of organizational ethics on these relationships in selected public institutions in Ghana. The Ethical Climate Theory provides a robust theoretical foundation for this study. Adopting a cross-sectional design, and a quantitative research approach, and a purposive sampling technique, data were collected from HR managers and senior executives across various sectors using structured questionnaire. 15 public Universities were purposively sampled out of 25 public Universities in Ghana. The results, analysed through Structural Equation Modelling (SEM), reveal significant direct relationships between talent management, corporate governance, and employee engagement. Moreover, organizational ethics significantly mediate these relationships, enhancing the positive impacts of talent management and corporate governance on employee engagement. These findings underscore the critical role of ethical practices in fostering a positive organizational climate and enhancing employee outcomes. By integrating ethical principles into management practices, organizations can enhance employee engagement and achieve sustainable performance outcomes. The study provides valuable insights for organizational leaders and policymakers aiming to integrate ethical principles into management practices, thereby promoting sustainable development and economic growth in Ghana. Future research should consider longitudinal study to establish causal relationships and explore the role of organizational ethics in different cultural contexts.

Keywords: Corporate Governance, Employee Engagement, Ghana, Organizational Ethics, Structural Equation Modelling (SEM), Talent Management

I. INTRODUCTION

Organizational ethics, talent management, and corporate governance are critical factors influencing employee engagement in modern workplaces. Organizations that uphold ethical principles create an environment where employees feel valued, motivated, and committed to their work (Ferrell et al., 2021). Employee engagement, which encompasses emotional and psychological investment in job roles, has been linked to higher productivity, reduced turnover, and overall organizational success (Ariani & Feriyanto, 2024). However, the extent to which perceived organizational ethics



mediates the relationship between talent management, corporate governance, and employee engagement remains underexplored, particularly in the Ghanaian context.

Talent management involves the strategic attraction, development, and retention of employees to enhance organizational performance (Collings et al., 2019). Ethical talent management practices ensure fairness, transparency, and accountability, fostering an inclusive work environment where employees feel respected and valued (Garg & Sharma, 2020).

Research suggests that talent management significantly influences perceived organizational ethics (Kim & Scullion, 2022). Similarly, corporate governance plays a crucial role in fostering ethical workplace behaviour. Ethical corporate governance ensures transparency, fairness, and stakeholder trust, which in turn strengthens organizational ethics (Aguilera et al., 2021). Organizations with strong governance frameworks implement ethical policies that guide employee behaviour and decision-making (Brennan & Solomon, 2020).

In ethical organizations, employees are more likely to feel engaged and committed to their roles. Perceived organizational ethics influence employee engagement by fostering a culture of trust and shared values (Ferrell et al., 2021). Employees who perceive their organization as ethical demonstrate higher job satisfaction, motivation, and willingness to contribute to organizational goals (Saks, 2022).

Beyond ethical considerations, talent management directly impacts employee engagement by shaping career development opportunities, leadership support, and a sense of belonging within the organization (Kim & Scullion, 2022). Employees are more engaged when they receive proper training, recognition, and career growth opportunities (Collings et al., 2019).

Corporate governance also plays a role in influencing employee engagement. Governance structures that prioritize fairness, participation, and accountability contribute to an environment where employees feel secure and motivated (Bedi et al., 2016). Ethical corporate governance fosters transparency and fairness, which strengthens employees' sense of belonging and organizational commitment (Aguilera et al., 2021).

While talent management and corporate governance influence employee engagement, perceived organizational ethics may serve as a mediating factor in these relationships. Ethical leadership and governance frameworks shape employees' ethical perceptions, which in turn affect their level of engagement (Ferrell et al., 2021). Therefore, this study examines the mediating role of organizational ethics.

This study aims to bridge this gap by investigating the mediating role of organizational ethics in the relationship between talent management, corporate governance, and employee engagement in Ghana. By employing a quantitative research design, the study seeks to provide empirical evidence on how ethical organizational practices influence the effectiveness of talent management and corporate governance in enhancing employee engagement. The findings will contribute to the broader discourse on ethical business practices and offer insights for policymakers, corporate leaders, and human resource practitioners in Ghana and similar developing economies.

1.1 Statement of the Problem

Much of the existing literature on talent management, corporate governance, and employee engagement focuses on Western and Asian economies, leaving a significant research gap in sub-Saharan Africa, particularly Ghana. The lack of empirical studies examining how ethical practices mediate these relationships in Ghanaian organizations presents a pressing need for further investigation. This study aims to bridge this gap by providing empirical evidence on how ethical organizational practices influence the effectiveness of talent management and corporate governance in enhancing employee engagement. Therefore, we hypothesize as follows:

1.2 Research Hypotheses

Ho1: Talent management has a significant relationship with organizational ethics.

Ho2: Corporate governance has a significant relationship with organizational ethics.

Ho3: Organizational ethics has a significant relationship with employee engagement.

Ho4: Talent management has a significant relationship with employee engagement.

Ho5: Corporate governance has a significant relationship with employee engagement.

Ho6: Organizational ethics mediates the relationship between talent management and employee engagement.

Ho7: Organizational ethics mediates the relationship between corporate governance and employee engagement.

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Ethical Climate Theory

The Ethical Climate Theory, introduced by Victor and Cullen (1987), provides a framework for understanding how organizational ethical norms influence employee behaviour and decision-making. Ethical climate refers to the



shared perceptions of what is considered ethically correct behaviour within an organization, shaping employees' attitudes and work engagement (Mayer, 2014). In the context of this study, the theory plays a critical role in explaining how ethical values drive organizational outcomes.

An ethical climate fosters fairness, integrity, and trust within an organization, which can mediate the relationship between talent management, corporate governance, and employee engagement (Schneider et al., 2017). When an organization upholds strong ethical values, employees perceive recruitment, promotions, and career development (Talent Management) as fair, leading to higher engagement and commitment (Newman et al., 2017). Also, Ethical climates ensure that leadership and governance structures prioritize transparency and accountability (Corporate Governance), strengthening employee trust (Resick et al., 2021). Employees are more engaged and motivated (Employee Engagement) in workplaces where ethical norms promote justice, respect, and psychological safety (Demirtas & Akdogan, 2015).

By integrating the Ethical Climate Theory, this study can assess how ethical climates enhance or weaken the impact of governance and talent management on employee engagement, highlighting the role of ethics in fostering organizational effectiveness.

2.2 Empirical Review

2.2.1 Talent Management and Organizational Ethics

Talent management is a strategic approach to attracting, developing, and retaining employees to enhance organizational performance (Collings et al., 2019). Ethical talent management practices ensure fairness, transparency, and accountability in workforce planning, fostering an inclusive work environment where employees feel respected and valued (Garg & Sharma, 2020). Organizations that align talent management strategies with ethical principles create a culture of integrity, which enhances employee satisfaction and reduces turnover (Kim & Scullion, 2022).

Research suggests that ethical talent management practices contribute to higher levels of organizational commitment and trust among employees (Bedi et al., 2016). For instance, organizations that implement ethical recruitment and selection processes—ensuring fairness, diversity, and equal opportunities—tend to attract highly motivated employees who align with the organization's values (Collings & Mellahi, 2019). Moreover, ethical leadership in talent management promotes transparency in career development, performance appraisal, and reward systems, reducing favouritism and unethical behaviours (Ferrell et al., 2021).

Additionally, studies indicate that ethical considerations in talent retention strategies significantly impact employee loyalty and engagement (Aguilera et al., 2021). Organizations that uphold ethical labour practices, such as fair wages, job security, and professional development opportunities, create a more stable and motivated workforce (Saks, 2022). Employees in such environments are more likely to exhibit organizational citizenship behaviours and contribute positively to workplace culture (Kim & Scullion, 2022).

The link between talent management and organizational ethics is further reinforced by the role of ethical decision-making in human resource policies. Ethical talent management policies not only foster trust but also enhance the organization's reputation, attracting top-tier talent and strengthening employer branding (Ferrell et al., 2021). In contrast, unethical talent management practices, such as discrimination, bias in promotions, and exploitative labour practices, can lead to decreased employee morale, legal liabilities, and reputational damage (Garg & Sharma, 2020).

Overall, the integration of ethical principles into talent management fosters a positive organizational climate that enhances both employee well-being and corporate sustainability. Based on the above empirical evidence we propose the following hypothesis:

Hypothesis 1: Talent management has significant relationship with organizational ethics.

2.2.2 Corporate Governance and Organizational Ethics

Corporate governance plays a crucial role in shaping the ethical climate of an organization. Effective governance structures establish ethical guidelines, promote transparency, and ensure accountability, which collectively influence organizational ethics. The relationship between corporate governance and organizational ethics has been extensively explored in the literature, highlighting its impact on corporate decision-making, employee behaviour, and overall organizational performance.

Corporate governance encompasses the system of rules, practices, and processes by which organizations are directed and controlled (Cadbury, 1992). Effective governance mechanisms, including board oversight, regulatory compliance, and stakeholder engagement, contribute to the ethical orientation of an organization (Aguilera & Cuervo-Cazurra, 2004). Organizations with strong governance structures are more likely to adhere to ethical standards, minimizing the risk of fraud and unethical practices (Donaldson & Preston, 1995). Furthermore, ethical decision-making is reinforced when governance frameworks incorporate ethical codes of conduct, corporate social responsibility (CSR) policies, and whistleblowing mechanisms (Jensen & Meckling, 1976).



Corporate governance frameworks influence the ethical culture of organizations by setting the tone from the top (Treviño et al., 2014). Leadership commitment to ethical governance fosters an ethical work environment, influencing employee conduct and decision-making (Brown & Treviño, 2006). Studies have shown that organizations with strong governance policies tend to have lower instances of ethical violations and improved corporate reputation (García-Sánchez, Rodríguez-Ariza, & Frías-Aceituno, 2015). Moreover, the presence of independent boards and ethical committees enhances accountability, ensuring that ethical considerations are integrated into corporate strategies (Mallin, 2016).

Governance mechanisms such as internal controls, audits, and compliance programs serve as safeguards against unethical behaviour (Weber & Wasieleski, 2013). Firms that adopt corporate governance best practices are more likely to comply with ethical norms and regulatory requirements (Ferrell et al., 2019). Ethical compliance frameworks, including the implementation of ethics training and reporting systems, reinforce corporate integrity and mitigate risks associated with ethical misconduct (Kaptein, 2008). Research suggests that governance structures incorporating ethical guidelines enhance employees' trust in leadership and foster organizational commitment (Mayer, Aquino, Greenbaum, & Kuenzi, 2012).

Corporate governance is a critical determinant of organizational ethics, influencing ethical decision-making, corporate culture, compliance, and employee engagement. Organizations that prioritize governance frameworks with ethical considerations are better positioned to uphold integrity, enhance stakeholder confidence, and foster long-term sustainability. We, therefore, propose that:

Hypothesis 2: Corporate governance has significant relationship with organizational ethics.

2.2.3 Organizational Ethics and Employee Engagement

Organizational ethics significantly influence employee engagement by shaping workplace culture, fostering trust, and enhancing job satisfaction. Employees who perceive their organization as ethical are more likely to demonstrate high levels of commitment and discretionary effort (Huhtala, et al., 2016). Ethical work environments encourage employees to align their personal values with organizational values, leading to increased motivation and productivity (Den Hartog, 2015).

Research indicates that ethical leadership and adherence to ethical guidelines contribute to positive employee experiences, reducing job-related stress and promoting well-being (Treviño, Brown, & Hartman, 2003). Furthermore, organizations that prioritize ethical behaviour tend to experience lower turnover rates and higher levels of employee loyalty (Schminke, Arnaud, & Kuenzi, 2007). The integration of ethical standards in human resource policies, performance appraisals, and reward systems reinforces ethical engagement among employees, thereby enhancing organizational effectiveness (Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009).

The interplay between corporate governance and organizational ethics significantly impacts employee engagement. Ethical governance enhances employee trust, job satisfaction, and commitment (Schminke, Arnaud, & Kuenzi, 2007). When employees perceive their organization as ethical, they are more likely to demonstrate higher levels of engagement and discretionary effort (Huhtala, Kaptein, & Feldt, 2016). Ethical leadership, supported by strong governance, also reduces workplace deviance and fosters a positive organizational climate (Den Hartog, 2015).

Corporate governance is a critical determinant of organizational ethics, influencing ethical decision-making, corporate culture, compliance, and employee engagement. Organizations that prioritize governance frameworks with ethical considerations are better positioned to uphold integrity, enhance stakeholder confidence, and foster long-term sustainability. Based on the above, we propose as follows:

Hypothesis 3: Organizational ethic has significant relationship with employee engagement.

2.2.4 Talent Management and Employee Engagement

Talent management has increasingly gained prominence in organizational research due to its critical role in enhancing employee engagement (Collings et al., 2023). Employee engagement, defined as the extent to which employees feel passionate about their jobs, exhibit commitment to the organization, and put discretionary effort into their work, is significantly influenced by effective talent management practices (Albrecht et al., 2021). Research suggests that organizations with robust talent management strategies are more likely to foster high levels of engagement, leading to improved productivity and reduced turnover rates (Sparrow & Makram, 2022).

Studies have identified several talent management practices that significantly impact employee engagement. These include talent acquisition, performance management, career development, and succession planning (Gallardo-Gallardo et al., 2020). Effective talent acquisition ensures that organizations attract individuals with the right skills and cultural fit, which fosters long-term engagement (Sparrow & Makram, 2022). Performance management systems that incorporate regular feedback and recognition have also been found to enhance employee motivation and commitment (Kwon & Park, 2023).



Career development opportunities play a crucial role in sustaining engagement levels, as employees perceive organizations that invest in their growth as supportive and valuable (Collings et al., 2023). Additionally, succession planning ensures continuity and provides employees with clear career progression paths, thereby enhancing their commitment and reducing turnover intentions (Albrecht et al., 2021).

Empirical studies provide strong evidence for the positive relationship between talent management and employee engagement. For example, a study by Mensah (2020) in the Ghanaian banking sector found that structured talent management initiatives led to a 30% increase in employee engagement scores. Similarly, research by O'Connor and Crowley-Henry (2021) in multinational corporations revealed that organizations with well-defined talent development programs reported higher levels of engagement and job satisfaction.

Furthermore, meta-analytic studies confirm that organizations investing in strategic talent management practices experience higher levels of organizational commitment and discretionary effort from employees (Sparrow & Makram, 2022). These findings underscore the importance of integrating talent management into human resource strategies to maximize employee engagement and overall organizational performance.

Thus, talent management plays a crucial role in shaping employee engagement. Empirical studies (Mensah, 2020; O'Connor & Crowley-Henry, 2021) further support this relationship, emphasizing the need for organizations to implement comprehensive talent management strategies. As a result of the above, we posit that:

Hypothesis 4: Talent management has significant relationship with employee engagement.

2.2.5 Corporate Governance and Employee Engagement

Corporate governance plays a crucial role in shaping organizational culture, ethical climate, and overall employee engagement (Aguilera et al., 2022). Effective corporate governance ensures transparency, accountability, and ethical leadership, which fosters trust and commitment among employees (Meyer & De Meyer, 2021). Employee engagement, characterized by dedication, vigour, and absorption in work, is significantly influenced by governance structures that promote fairness, participatory decision-making, and ethical leadership (Sharma et al., 2023).

Corporate governance mechanisms that significantly impact employee engagement include ethical leadership, participatory decision-making, board effectiveness, and transparency (Khan et al., 2022). Ethical leadership fosters a culture of integrity and accountability, reducing workplace stress and enhancing motivation (Brown & Treviño, 2019). Participatory decision-making empowers employees by involving them in strategic discussions, which strengthens their sense of ownership and engagement (Farndale et al., 2021).

Board effectiveness, including diverse and independent board compositions, ensures that governance policies align with employee welfare and ethical considerations, ultimately boosting engagement (Meyer & De Meyer, 2021). Transparency in governance processes, such as clear communication of organizational policies and fair reward systems, further reinforces trust and commitment among employees (Sharma et al., 2023).

Empirical studies provide substantial evidence for the positive relationship between corporate governance and employee engagement. For example, a study by Akpan and Amran (2020) in African organizations found that firms with strong governance structures reported 25% higher employee engagement scores than those with weaker governance mechanisms. Similarly, research by Van der Voet and Steijn (2021) in European public sector institutions showed that ethical governance practices significantly improved employee trust and discretionary effort.

Meta-analyses further confirm that governance structures emphasizing transparency, ethical leadership, and employee participation lead to higher engagement and reduced turnover intentions (Khan et al., 2022). These findings underscore the importance of integrating corporate governance into human resource strategies to enhance employee engagement and organizational performance.

Corporate governance is a critical determinant of employee engagement, as it influences organizational ethics, decision-making processes, and leadership behaviour. Empirical evidence supports the assertion that governance mechanisms, including ethical leadership, transparency, and participatory decision-making, significantly impact employee engagement. Relying on the empirical literature, we hypothesize that:

Hypothesis 5: Corporate governance has significant relationship with employee engagement.

2.2.6 The Mediating Role of Organizational Ethics

Organizational ethics play a crucial role in shaping the link between talent management and employee engagement. Talent management strategies, such as recruitment, training, and career development, are more effective when guided by strong ethical principles, fostering a culture of trust and fairness that enhances employee engagement (Sharma et al., 2023). Ethical workplaces promote transparency, inclusivity, and integrity, ensuring that employees remain motivated and committed to their organizations (Khan et al., 2022).

Talent management practices aligned with ethical standards significantly enhance employee engagement. Ethical recruitment ensures fairness and equal opportunity, preventing bias and discrimination (Meyer & De Meyer, 2021). Ethical leadership in talent management fosters a supportive and inclusive work environment, increasing

employee satisfaction and engagement (Brown & Treviño, 2019). Moreover, training and development programs grounded in ethical principles encourage employees to invest in their growth, strengthening their commitment to the organization (Farndale et al., 2021).

Empirical research supports the assertion that organizational ethics mediate the relationship between talent management and employee engagement. A study by Akpan and Amran (2020) found that organizations with strong ethical cultures experienced a 30% increase in employee engagement due to ethical talent management practices. Another study by Van der Voet and Steijn (2021) in European firms demonstrated that ethical leadership in talent development significantly enhanced employee motivation and discretionary effort. Furthermore, a meta-analysis by Khan et al. (2022) confirmed that ethical workplaces reinforce the positive impact of talent management on engagement, reducing turnover intentions and improving organizational commitment.

Similarly, empirical research supports the assertion that organizational ethics mediate the relationship between corporate governance, talent management, and employee engagement. A study by Akpan and Amran (2020) found that organizations with strong ethical cultures experienced a 30% increase in employee engagement due to ethical corporate governance and talent management practices. Another study by Van der Voet and Steijn (2021) in European firms demonstrated that ethical leadership in corporate governance significantly enhanced employee motivation and discretionary effort. A sector-specific study by Su and Swanson (2019) in the hospitality industry found that ethical organizational practices improved employee engagement and service quality, emphasizing the industry-specific impact of ethical governance and talent management. Furthermore, a meta-analysis by Khan et al. (2022) confirmed that ethical workplaces reinforce the positive impact of governance and talent management on engagement, reducing turnover intentions and improving organizational commitment.

Organizational ethics serve as a critical mediator in the relationship between corporate governance, talent management, and employee engagement. Theoretical perspectives, including Social Exchange Theory, Ethical Climate Theory, Stakeholder Theory, and the JD-R model, provide a strong foundation for understanding this mediation effect. Empirical studies confirm that ethical corporate governance and talent management practices, such as transparent leadership, ethical decision-making, and value-driven human resource policies, significantly enhance employee engagement. Industry-specific insights further highlight the importance of ethical considerations in sectors like banking, healthcare, and hospitality. Based on the above reviews, these hypotheses are formulated:

Hypothesis 6: Organisational ethics mediating the relationship between talent management and employee engagement.

Hypothesis 7: Organisational ethics mediating the relationship between corporate governance and employee engagement.

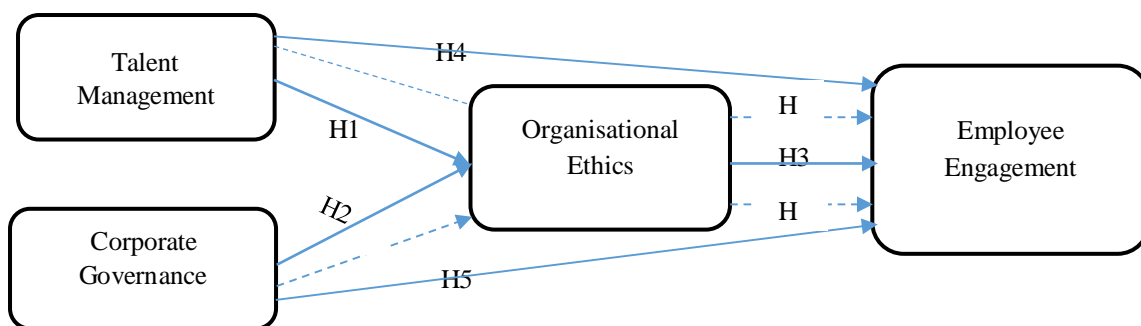


Figure 1

Conceptual Framework of the Study

Note: Straight Lines Represent Direct Relationship and Broken Lines Represent Mediating Effect.

III. METHODOLOGY

3.1 Research Design and Approach

This study adopts a cross-sectional design, and a quantitative research approach to explore the relationships between talent management, corporate governance, employee engagement, and the mediating role of organizational ethics in selected public university in Ghana. Quantitative methods are suitable as they allow for systematic data collection, statistical analysis, and the testing of hypotheses (Creswell & Creswell, 2017).

3.2 Population and Sampling

The targeted population comprised 25 public Universities in Ghana. A purposive sampling technique was employed to select 15 public Universities known for their established practices in talent management and corporate governance. This approach ensured that the sample included organizations with diverse characteristics and practices relevant to the study's objectives (Palinkas et al., 2015). In total, 420 employees were approached, however 370 of them accepted and completed the questionnaire for further analysis. The acceptance rate was 88.1% above the response rate as depicted by Baruch (1999).

3.3 Data Collection Procedures

Data was collected through structured questionnaires administered to HR managers, senior executives, or designated survey respondents within each selected organization. The five-point Likert-scale questionnaires were distributed electronically using platforms such as Google Forms or Survey Monkey, facilitating efficient data collection and management (Dillman et al., 2014). To enhance response rates, follow-up reminders were sent, and personalized communications will be maintained with participants.

3.4 Variables and Measurement

The construct (Talent Management Practices) was assessed using scales that capture key dimensions such as recruitment strategies, training and development programs, performance management systems, and succession planning initiatives (Collings & Mellahi, 2009). Participants rated the extent to which their organization implements these practices on a Likert scale.

The measurement items of Corporate Governance Mechanisms focused on board structure, regulatory compliance, transparency measures, and adherence to ethical guidelines (Choudhury & Petrin, 2022). Respondents evaluated the effectiveness and implementation of these governance mechanisms in their organization.

Employee Engagement Metrics were measured using validated scales that assess emotional commitment, discretionary effort, job satisfaction, and organizational commitment (Saks, 2006). The respondents indicated their agreement with statements related to these engagement dimensions.

Organizational Ethics was evaluated through items that gauge perceptions of ethical leadership, integrity in business practices, transparency, and accountability within the organization (Treviño & Nelson, 2020). The respondents provided their perspectives on the ethical climate and practices prevalent in their workplace.

3.5 Data Analysis Techniques

Data analysis involved several stages to explore relationships and test hypotheses. The descriptive statistics included summarizing the demographic characteristics of the sample and key variables such as mean scores, standard deviations, and frequency distributions. The Pearson correlation coefficients were computed to examine the relationships between talent management practices, corporate governance mechanisms, employee engagement metrics, and organizational ethics. This analysis provided insights into the strength and direction of these relationships. To analyse the interrelationship among the constructs, Structural Equation Modelling (SEM) was employed to test the interrelationship among the constructs. Thus, the role of organizational ethics in the relationships between talent management, corporate governance, and employee engagement. The SEM allows for the simultaneous examination of direct and indirect effects, providing a comprehensive understanding of how organizational ethics influence these relationships (Hair et al., 2019). The study used adequate statistical measures to determine the robustness of the model such as: Chi-square (χ^2) statistics (χ^2/df , df represents degrees of freedom) <3.00 suggest adequacy, comparative fit index ($CFI > 0.95$), standardized root mean square residual ($SRMR < 0.08$), root mean square error of approximation ($RMSEA < 0.06$), $PClose (>0.05)$ as suggested by Hu and Bentler (1999). This was followed by testing the proposed mediating effect hypotheses using SPSS Process (Hayes, 2013).

3.6 Ethical Considerations

Ethical guidelines were strictly adhered to throughout the research process. Prior to data collection, informed consent was obtained from all participants, emphasizing voluntary participation and confidentiality of responses. The study complied with ethical standards outlined by relevant institutional review boards to ensure the rights and welfare of participants are protected (American Psychological Association, 2017).

IV. FINDINGS & DISCUSSION

4.1 Demographic Profile of the Respondents

Demographic profile of the sample shown that out of the total 370 participants, 82.2% were males while 17.8% were female. Most of the participants were between the ages of 46-55%. In terms of the educational level, most of the

participants were first degree holders as they formed 30.3%. Also, 51.4% were married as compared to 48.6% who were single. Furthermore, most of the participants have worked for between 11-15 years in their current organisations as they formed 42.2%. Table 1 displays the results of the demographic profile.

Table 1

Demographic Profile of the Sample

Variable	Frequency	Percent
Gender		
Male	304	82.2
Female	66	17.8
Age		
18-25	52	14.1
26-35	28	7.6
36-45	60	16.2
46-55	212	57.3
56-65	18	4.9
Education		
Senior High School	89	24.1
Undergraduate	112	30.3
Postgraduate	99	26.8
Professional qualification	70	18.9
Marital status		
Single	180	48.6
Married	190	51.4
Duration: Period of employment (in years)		
1-5	86	23.2
6-10	57	15.4
11-15	156	42.2
16-20	71	19.2

The data gathered was analysed using the Confirmatory Factor Analysis (CFA) to validate the latent construct measurement model. The technique is a statistical method used to evaluate the measurement model in structural equation modelling (SEM). The technique establishes the interrelationship among constructs. The analysis of the data through SEM has two main approaches, measurement and structural model. The following tests were performed under the measurement construct validity, convergent validity, discriminant validity, and composite reliability (Hair et al., 2013). The structural model is where the interrelationship or formulated hypotheses were tested. The SEM analysis was performed using IBM-SPSS-AMOS version 27.0. The maximum likelihood estimator technique was used for the SEM analysis.

4.1.1 Measurement Model

The measurement model was examined through a series of tests. According to (Anderson & Gerbing, 1998) factor loading below 0.60 should be dropped from the analysis for further analysis. In this analysis four items were deleted (cog1, cog4, poe1, poe 4). The final items in the measurement model are shown in Figure 1. The final measurement model signifies that the model satisfies the constructs multidimensionality and accomplished all the required fitness indexes. As evidenced in Table 2, all items have standardized loadings ranging from 0.676 to 0.908 above the recommended value (Hair et al., 2013). Also, fit indices were used to validate the proposed model. The model fit indices of the model were as follows: Chi-square (χ^2)=426.464, $df = 203$, $\chi^2/df=2.101$, CFI=0.975, SRMR=0.049, RMSEA=0.044, GFI=0.921. TLI =0.969; IFI=0.969. All the fit indices were above the recommended values.

Furthermore, item's reliability was examined using the composite reliability (CR) which measures the internal consistency of the measurement instrument. As evidenced in Table 2, all constructs have CR values ranging from 0.913 to 0.933 above the recommended value of 0.70 (Hair et al., 2010). The construct validity assessed using the goodness-of-fit tests, convergent and discriminant validity (Rasheed et al., 2023). The convergent validity was assessed using Average variance extracted (AVE) criterion, while discriminant validity can be evaluated through the square root of the AVE of each construct that should be greater than the correlation with any other construct in the framework (Hashmi et al., 2021; Rashid et al., 2024). The results for the CR, AVE and discriminant validity are shown in Table 2. The result suggests that all indices were statistically adequate as proposed by previous studies. The composite reliability values were above 0.70, AVE were higher than 0.50 as they take values ranging from 0.645 to 0.736 (Nunnally & Bernstein, 1994, Rashid et al., 2024b). The result implies that all test assumptions have been met. To discriminant validity of the



model was examined by comparing the square root average variance extracted with construct correlations. Figure 1 shows the measurement model, thus the correlation among the constructs. The discriminant validity is established when all values of square root AVE are higher than all correlations. Hence, discriminant validity was established, thus all the constructs were statistically distinct.

Table 2
Measurement Model Item Loading, Reliability and Validity

Item	Standardized loading	CR	AVE	MSV	MaxR(H)
Organizational ethics		0.916	0.645	0.28	0.923
poe2	0.801				
poe3	0.824				
poe5	0.789				
poe6	0.862				
poe7	0.855				
poe8	0.676				
Corporate governance		0.913	0.678	0.265	0.922
cog2	0.866				
cog3	0.883				
cog5	0.850				
cog6	0.787				
cog7	0.720				
Talent management		0.928	0.682	0.265	0.934
tam1	0.757				
tam2	0.875				
tam3	0.852				
tam4	0.880				
tam5	0.799				
tam6	0.783				
Employee Engagement		0.933	0.736	0.280	0.937
emp1	0.804				
emp2	0.845				
emp3	0.908				
emp4	0.865				
emp5	0.866				

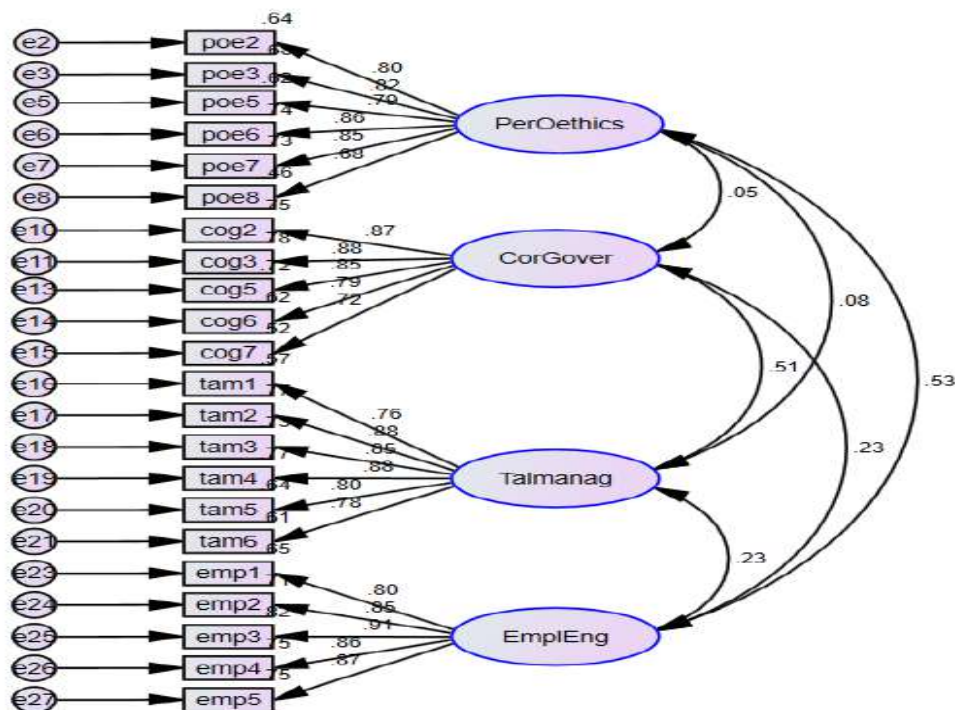


Figure 2
Measurement Model



Table 3
Correlation Results

Indices	1	2	3	4	Mean	SD
Organizational ethics [1]	0.803				2.11	0.68
Corporate governance [2]	0.054	0.824			3.57	0.76
Talent management [3]	0.083	0.515***	0.826		2.29	0.80
Employee Engagement [4]	0.529***	0.235***	0.233***	0.858	4.03	0.60

Note: *** means significant at 1%, 5% level

4.1.2 Structural Model

Direct effect analysis: The formulated direct hypotheses were tested after assessing the model adequacy. The model fit indices of the model are given as follows: Chi-square (χ^2) =456.464, df=203, χ^2/df =2.249, CFI=0.955, SRMR=0.033, RMSEA=0.048, GFI=0.897; TLI =0.949; IFI=0.955. All, the fit indices were above the recommended values, hence model validity was achieved. The hypotheses of the study were evaluated and tested as shown in Table 2. Hypothesis (H1), talent management has positive and significant influence on Perceived organizational ethics (β =0.132, p=0.000). Hypothesis (H2) shown significant relationship between corporate governance and Perceived organizational ethics (β =0.178, p=0.000). Hypothesis (H3) shows positive and significant relationship between Perceived organizational ethics and Employee Engagement (β =0.512, p=0.000). The hypothesis (H4) shown positive and significant relationship between talent management and employee engagement (β =0.114, p=0.042) whilst hypothesis (H5) shown positive and significant relationship between corporate governance and employee engagement (β =0.149, p=0.008). The results showed that all five formulated hypotheses were statistically significant and positive at 5% significant level. Figure 2 illustrated the structural model with standardized regression weight along with an estimated R-square value of 32%.

Indirect effect analysis: In hypotheses (H6 and H7) the study seeks to examine the mediating effect of organizational ethics of the relationship between (1) between talent management and employee engagement and (2) corporate governance and employee engagement respectively. According to (Zaman & Ansari, 2023) a mediator variable only exists if the independent variable predicts dependent variable and mediator while the independent variable as well as the mediator predicts the outcome variable (Kenny, 1986). The result obtained shown significant relationship between talent management and employee engagement (β =0.1777 with p<0.001). Further, talent management indirectly influenced employee engagement through organizational ethics. This indirect effect was found to be positive and significant with standardized β = 0.036 with p < 0.001. This significant indirect effect is confirmed through 5000 bootstrap analyses and a confidence interval of 95% (0.0232, 0.0934). Hence, hypothesis (H6) is fully supported.

Hypothesis (H7) examines the mediating of organizational ethics of the relationship between corporate governance and employee engagement. As evidence there was significant relationship between corporate governance and employee engagement (β =0.180 with p<0.000). The indirect effect was statistically significant and shown positive relationship through 5000 bootstrap analyses and a confidence interval of 95% (0.0188, 0.1111). Hence the hypothesis (H7) is fully supported and positive.

Table 4
Summary of Direct Relationship among the Constructs

Hypotheses	Path	B	β	S.E.	C.R.	p-value	Remark
H1	Talent management Perceived organizational ethics	0.148	0.132	0.014	10.430	0.000	Significant
H2	Corporate Governance Perceived organizational ethics	0.181	0.178	0.017	10.643	0.000	Significant
H3	Organizational ethics Employee Engagement	0.618	0.512	0.065	9.504	0.000	Significant
H4	Talent management Employee Engagement	0.123	0.114	0.061	2.038	0.042	Significant
H5	Corporate Governance Employee Engagement	0.186	0.149	0.070	2.652	0.008	Significant

Note: B is unstandardized regression weight; β is standardized regression weight; S.E is standard error; C.R is critical ratio



Table 5
Summary of Direct Relationship among the Constructs

	Path	B	β	Indirect	Total	SE	t-stat	p-value	Remark
H6	Talent Management Employee Engagement	0.187	0.177			0.047	4.009	0.000	Significant
	Talent Management Organizational Ethics	0.064	0.072			0.046	1.404	0.161	Not significant
	Talent Management Organizational Ethics → Employee Engagement			0.036	0.222	0.053	4.206	0.000	Significant Partial mediation
H7	Corporate Governance Employee Engagement	0.558	0.180			0.052	4.081	0.000	Significant
	Corporate Governance Organizational Ethics	0.079	0.070			0.058	1.368	1.172	Not significant
	Corporate Governance Organizational Ethics Employee Engagement			0.033	0.284	0.067	4.251	0.000	Significant Partial mediation

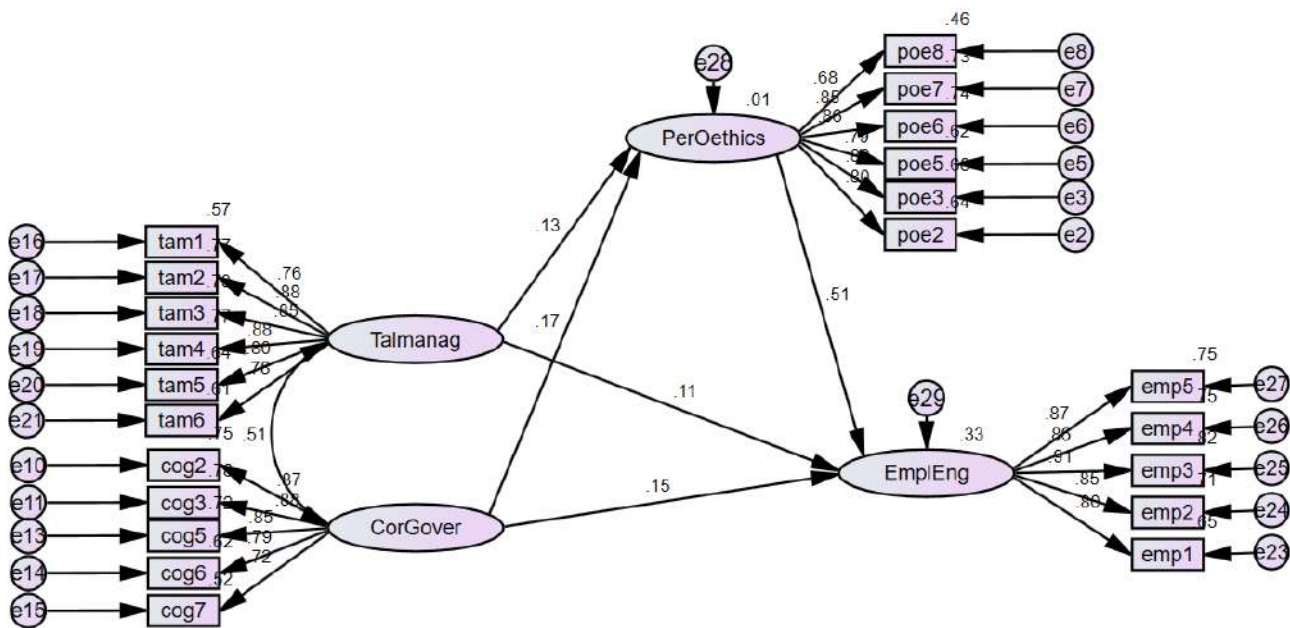


Figure 3
Structural Model from AMOS Graphics

4.2 Discussion

The empirical results obtain suggest that organizational ethics significantly mediate the relationships between talent management, corporate governance, and employee engagement in Ghanaian organizations. This finding aligns with previous research which emphasizes the critical role of ethical practices in fostering a positive organizational climate and enhancing employee outcomes (Kaptein, 2019). Specifically, the mediation effect suggests that ethical organizational practices not only directly influence employee engagement but also enhance the positive impacts of talent management and corporate governance on employee engagement.

The analysis demonstrates a significant direct relationship between talent management and employee engagement, consistent with previous studies (Kim & Scullion, 2019). Effective talent management practices, such as comprehensive recruitment strategies, career development programs, and performance management systems, are crucial for fostering high levels of employee engagement. These practices help in aligning employees' personal goals with organizational objectives, thereby enhancing their emotional and cognitive commitment to the organization (Collings, Mellahi, & Cascio, 2019). Moreover, the indirect effect through organizational ethics highlights that when talent management practices are embedded in an ethical framework, their positive impact on employee engagement is amplified. This finding corroborates the notion that ethical climates within organizations enhance the effectiveness of talent management initiatives (Bailey et al., 2018).

The results also show a significant direct relationship between corporate governance and employee engagement, which supports existing literature on the importance of governance mechanisms in shaping organizational behaviour



and employee outcomes (Garg & Kumar, 2020). Effective corporate governance, characterized by transparency, accountability, and ethical leadership, creates a trustworthy environment that fosters employee engagement (Bianchi & Tamburrini, 2018). The mediation analysis further reveals that organizational ethics enhance this relationship, indicating that governance practices grounded in ethical principles not only directly engage employees but also reinforce their commitment through an ethical organizational culture. This finding is in line with the work of Treviño, den Nieuwenboer, and Kish-Gephart (2014), who argue that ethical leadership and governance practices play a crucial role in promoting employee engagement.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

This study underscores the critical role of organizational ethics in mediating the relationships between talent management, corporate governance, and employee engagement in Ghanaian organizations. By integrating ethical principles into management practices, organizations can enhance employee engagement and achieve sustainable performance outcomes. The findings provide valuable insights for organizational leaders and policymakers aiming to foster ethical organizational climates that support employee well-being and organizational success.

5.2 Recommendations

Future research could address these limitations by employing longitudinal designs and mixed-method approaches. Additionally, exploring the role of organizational ethics in other cultural contexts and industries could provide a more comprehensive understanding of its impact on employee engagement.

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