



**THE IMPACT OF TALENT MANAGEMENT
ON EMPLOYEE PERFORMANCE AND RETENTION STRATEGIES:
A CASE STUDY OF MASVINGO CITY COUNCIL IN ZIMBABWE**

By

LINAH TANYARADZWA MAHLAHLA

Submitted in fulfillment of the requirements for the Degree of

**MASTERS IN MANAGEMENT SCIENCES SPECIALISING IN
HUMAN RESOURCES MANAGEMENT**

In the

Department of Human Resources Management

Faculty of Management Sciences

At

DURBAN UNIVERSITY OF TECHNOLOGY

SUPERVISOR: DR M.E. LOURENS

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ABSTRACT

The aim of this study was to investigate the impact of talent management on employee performance and retention strategies at the Masvingo City Council in Zimbabwe. The main problem revolved around the inability to attract, attain and retain talented employees that perform effectively, intensifying service delivery challenges in City Councils in Zimbabwe. The main objectives of the study were to determine the impact of talent management on employee performance at Masvingo City Council in Zimbabwe, to investigate talent management strategies that can be used by Masvingo City Council to improve employee retention and employee performance and to formulate retention strategies that can be used by Masvingo City Council.

The study adopted the quantitative research design and a pre-coded structured close ended questionnaire comprising the 5 Point Likert Scale was administered to the respondents. The questionnaire comprised of Section A and Section B. The target population comprised of 72 professionals at the Masvingo City Council. The researcher personally distributed and collected the questionnaires from the respondents which equated to a high response rate of 93.05%. Upon completion of the study, the researcher solicited the services of a Senior Librarian to run the TURNITIN Program to test the entire dissertation for plagiarism.

The responses to the questionnaire were captured and analysed using the Statistical Package for Social Sciences version 24.0 for Windows. A number of statistical tests were used to test 14 hypotheses which were formulated for the various sections of the study. The main findings indicated that talent management had an impact on employee performance at Masvingo City Council in Zimbabwe. The findings also revealed that there is a strong relationship between the implementation of talent management and retention strategies at Masvingo City Council. The researcher recommended that Masvingo City Council should provide employees with adequate training and development, revise and improve personnel policies provide adequate resources and reward employees for outstanding performance. The study concludes by providing directions for future research.

DECLARATION

I Linah Tanyaradzwa Mahlahla hereby declare that this dissertation submitted for the Degree of Masters in Management Sciences specialising in Human Resources Management in the Faculty of Management Sciences at Durban University of Technology is my own original work and has not previously been submitted at any institution of higher education. All the sources have been acknowledged, accurately cited and referred to in the bibliography list.

Signed.....

Date.....

Linah Tanyaradzwa Mahlahla

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This dissertation is dedicated to my family for believing in me and for the constant support.

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"To God be the Glory" Galatians 1:5 (GNT)

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CHAPTER 1

OVERVIEW OF THE STUDY

1.1 INTRODUCTION

Talent management has recently emerged as an area of interest for many academics, business writers and leadership of organisations at large. Joubert (2013:1) states that organisations need to attract, select and retain the best people in order to become globally competitive. Talent management has therefore become a critical determinant of the overall performance of employees, which in turn results in organisational success. Tanton (2007:2) argues that retention of key productive employees is a major challenge for all local and international organisations because the upheaval created by replacing employees who voluntarily leave the organisation, costs the business both directly and indirectly.

Talent management is based on the premise that organisations are run by people. According to Ntonga (2007:3), processes, technology and capital are equally important. However, it is people who create value using these assets. This means that the more competent the employees are that an organisation has, the better it will perform. According to Nguwi (2015:3), organisations need to put in place talent management mechanisms in order to get maximum output from employees since the success of the organisation depends on the performance of employees and is directly related to the quality of the workforce and the service that the organisation provides. This study aims at identifying the impact of talent management on employee performance and retention strategies. In order to achieve this aim, Masvingo City Council based in Zimbabwe was selected as a case study and was chosen because of its mandate to provide efficient services to the community at large. The Masvingo City Council in Zimbabwe is responsible for the provision of water, waste management, maintenance of council infrastructure and town planning, amongst other services, to the Masvingo residents. If these services are not up to standard, there will be a huge outcry from community members. The focus of the study will be on

Masvingo City Council's employees, how effective talent management can impact on their ability to provide efficient service delivery, as well as retain valued employees.

1.2 PROBLEM STATEMENT

According to Nguwi (2015:1), regardless of the amount of money poured into organisations, some still fail to perform. The economic environment is usually blamed for these failures whilst in actual fact, organisations just do not have the talented employees necessary to achieve the desired vision. Service delivery challenges in City Councils and the public sector at large are often intensified by talent management issues, ranging from difficulty in attracting and attaining suitably qualified and experienced professionals, to the failure to retain them. Mangizvo (2008:5) states that personnel management at Masvingo City Council has been marred in many instances by poor recruitment practices; the inability to attract and retain suitably qualified staff; and the lack of performance management systems. Mulcahy (2013:4) argues that as City Councils are vital to economic growth, it is important to ensure the smoothness of their operations so that long-term growth and development can be established with fewer obstacles. Employee turnover is a critical phenomenon within City Councils in Zimbabwe. Nguwi (2015:3) affirms that employees now prefer business environments in which they can develop, learn continuously which support and encourage their ideas. This is not always the case in City Councils in Zimbabwe. Simonton (2011:89) contends that in the public sector, some individuals have been in their positions for so many years that management tends to depend entirely on them to get things done. This is affecting the effectiveness of City Councils with regard to service delivery. Tanton (2007:4) states that for an organisation to remain competitive, it should be able to function effectively in the absence of selected individuals and this can only be done if measures are taken to implement talent management and retention strategies. The implication to that is, every employee will be included in the activities of the organisation and ultimately, their effort will contribute to the overall performance of the organisation. According to Khadka (2011:4), organisations need to implement retention strategies in order to perform competitively. This has proven to be a challenge at Masvingo City Council. Onwuka, Ugwu and Kekeocha (2015:1585)

report on various studies that have been conducted with regard to talent management, employee performance and retention strategies. However, no previous study encompassing the three variables has been carried out in the context of a City Council in Zimbabwe. Therefore, Masvingo City Council was chosen as a case study for this research.

1.3 DEFINITION OF KEY TERMS

For the purposes of this study, the following main terms are defined:

1.3.1 Talent Management

According to Tanton (2007:9), talent management is the systematic identification, attraction, development, utilisation and retention of high potential individuals with the required skills to meet current and future business needs.

1.3.2 Employee Performance

Bullock (2013:1) defines employee performance as the overall expected values from employees' behaviour, carried out over a course of a set period of time. In other words, the work-related activities expected from a person and how well these activities are executed.

1.3.3 Retention Strategies

According to Shanghvi (2012:3), retention strategies are policies and plans that organisations follow to satisfy the diverse needs of employees and create an environment that encourages people to stay in the organisation.

1.4 AIM OF THE STUDY

The aim of this study is to investigate the impact of talent management on employee performance and retention strategies at the Masvingo City Council in Zimbabwe.

1.5 OBJECTIVES OF THE STUDY

In order to meet the above aim, this study addresses the following objectives:

- To determine the impact of talent management on employee performance at Masvingo City Council in Zimbabwe;
- To determine the current employee retention strategies being used at Masvingo City Council in Zimbabwe;
- To explore other factors that could lead to improved employee performance by the Masvingo City Council in Zimbabwe;
- To investigate talent management strategies that can be used by Masvingo City Council in Zimbabwe to improve employee retention and employee performance; and
- To formulate retention strategies that can be used by Masvingo City Council in Zimbabwe.

1.6 RESEARCH QUESTIONS

The research questions for this study are as follows:

- What is the impact of talent management on employee performance at Masvingo City Council in Zimbabwe?
- What is the impact of talent management on employee retention at Masvingo City Council in Zimbabwe?

- What talent management strategies can be used to improve employee performance at Masvingo City Council in Zimbabwe?
- Which retention strategies can be used to reduce labour turnover at Masvingo City Council in Zimbabwe?
- What factors could contribute to improved employee performance at Masvingo City Council in Zimbabwe?

1.7 SIGNIFICANCE OF THE STUDY

This research will contribute to the fields of talent management, employee performance and employee retention at Masvingo City Council in Zimbabwe. This study would be beneficial to the organisation, employees and other researchers. Accordingly, the information generated from this study will be useful for Masvingo City Council as it will assist management in their efforts to ensure that talent management practices as defined by the policies, procedures and processes are well understood. This will in turn help to retain employees and improve the overall performance of Masvingo City Council in Zimbabwe. The findings from this study will also contribute to the body of knowledge already available.

1.8 SCOPE OF THE STUDY

The scope of the study is limited to the Masvingo City Council in Zimbabwe. The study does not include other City Councils based in other provinces because situational factors differ. The study intends to determine the implementation of talent management and its impact on employee performance and retention at the Masvingo City Council in Zimbabwe. This study is an in-house investigation.

1.9 BRIEF OVERVIEW OF THE LITERATURE REVIEW

Against the problem statement outlined above, it is evident that public sector organisations such as City Councils, are expected to operate in a technologically advanced global environment and offer service delivery to the relevant communities by attracting, attaining and retaining suitably qualified and experienced employees. An array of frameworks, authors and researchers have provided rich and valuable insights into how talent management can facilitate employee performance and retention strategies. However, in the same vein, authors and researchers have highlighted various concerns that could inhibit the implementation of talent management in organisations. This is presented below in a synthesised overview of the literature review of the study.

1.9.1 Importance of Talent Management

According to Lynch (2007:39), talent management only became prevalent in most fields and industries in the 1990s with the trend-setting report entitled 'The War for Talent' by McKinsey and Company. Mensah (2015:545) states that since the term 'talent management' was coined in the 1990s, it has become increasingly popular not only in the field of human resources management, but also in the formulation of the organisation's strategic direction. Even though talent management has become prevalent, Joubert (2013:5) highlights that there is a lack of clarity with regard to its definition. Cappelli and Keller (2014:306) attest that there is no standard or universal definition of talent management. This is due to the fact that for each and every organisation, the definition adopted depends on the type of organisation, its strategy and other factors. However, Ntonga (2007:45) argues that despite the confusion with defining the term, some attempts have been made to clarify the concept. Thus, Oladapo (2014:24) states that talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organisation, either in view of their high potential for the future or because they are fulfilling business/operation-critical roles. Joubert (2013:10) concurs that talent management is a process that involves the

identification, assessment, development, motivation, promotion and retention of skilled people with a strong potential to succeed within an organisation.

According to Berger and Berger (2004:98), talent management has three main goals namely:

- To identify, select and cultivate employees that demonstrate superior performance and who inspire others to perform at the same altitude;
- To find, develop and position highly qualified backups for key positions in the organisation; and
- To allocate resources, namely compensation; training; coaching; job assignments and other incentives, to employees based on their actual or potential contribution to excellence.

Mensah (2015:544) affirms that in an organisation where talent management is in place, employees are more committed and put forth more effort. Hence, there is a positive relationship between effective talent management and employee performance. Lehmann (2009:159) postulates that although talent management practices may be applied in organisations, they can only contribute optimally to employee performance if both top management and employees are aligned to its objectives and implementation.

1.9.2 Impact of Employee Performance

Melaletsa (2014:6) states that much has been written on employee performance within different fields. Cook and Crossman (2004:527) define employee performance as a process whereby individuals establish a shared workforce understanding about what needs to be achieved for the organisation to be successful. Mensah (2015:552) concurs with Cook and Crossman (2004:527) that performance is to do with how resourcefully individuals take actions and contribute with behaviours that are in line with the organisation's objectives. Generally, performance is associated with an employee's ability to realise work goals, fulfil expectations, attain job targets and accomplish standards that are set by their organisation (Melaletsa, 2014:9). Ntonga

(2007:6) highlights that performance is associated with the positive contribution of an employee to the overall success of the organisation. According to Van der Merwe (2008:9), the concept of performance is based on the assumption that if performance levels of individuals increase, better organisational performance will follow as a direct result of the improvement.

1.9.3 The Need for Employee Retention

Employee retention is linked to an organisation's ability to keep and sustain its employees as long as their services are needed. According to Balakrishnan and Vijayalakshmi (2014:75), employee retention refers to the different practices and policies which enable employees to be loyal to an organisation for a longer period of time. Employee retention takes into account the various retention strategies taken so that an individual stays in an organisation for the maximum period of time and grows along with the firm, adapting to the changing environment. Al-Emadi, Schwabenland and Wei (2015:8) state that employee retention is a voluntary process by any organisation to create an environment which encourages and motivates people to remain with the entity for the maximum period of time.

The importance of employee retention is well-documented in literature, particularly in terms of turnover-related costs. Al-Emadi, *et al.* (2015:8) noted that turnover is costly in that employers find replacement costs extremely high. The cost to the organisation with regard to employees' quitting and the subsequent replacement of employees can be quite significant. Research by Tanton (2007:14) showed that the costs associated with recruiting, selecting and training new employees often exceeded 100% of the yearly salary for the position being filled. Paul, Preece and Chuai (2010:125-145) assert that the high cost associated with the loss of talented employees has reinforced the need for organisations to identify and implement strategies that support employee retention. According to Dries (2013:274), finding a suitable replacement is not only expensive but also difficult and time consuming; whilst Oladapo (2014:23) concludes that low employee turnover leads to the outstanding performance of an organisation since core skill sets are retained.

1.9.4 Retention Strategies

According to Swarnalatha and Vasantham (2014:3), retention issues are the most critical task of today's management challenges. Joubert (2013:32) recommends that organisations take measures to minimise employee turnover through the establishment of contingency plans that will focus on retention solutions. Kukano (2011:15) attests that understanding why employees leave is the first step in getting them to stay. In order to retain talented employees, organisations formulate strategies aimed at satisfying employees' needs. A number of strategies can be incorporated in the quest to improve talent retention and ultimately, the performance of the organisation as a whole. These strategies include retention committees; exit interviews; employee opinion surveys; focus groups and chat rooms (Joubert, 2013:33).

1.9.5 Talent Management and Employee Performance

Ntonga (2007:21) states that talent management can be the best way to create competitive advantage. A sustainable competitive advantage stems from the valuable company resources that cannot be imitated or substituted by competitors, which have become known as human capital (Van der Merwe, 2008:2). According to Mensah (2015:86), despite its growing popularity, there is no clear conception of how talent management connects to employee performance. Lynch (2007:9) affirms that despite the plethora of literature on talent management for over a decade now, it is still not clear how the concept is related to the various dimensions of employee performance. The current state of talent management seems to lack a conceptual framework of the mechanisms through which talent management leads to employee performance (Berger and Berger, 2004:89). Therefore, the relationship between talent management and employee performance needs to be investigated.

1.9.6 Talent Management and Employee Retention

According to Tanton (2007:2), talent management plays a crucial role in the retention of employees in the organisation. Shanghvi (2012:6) concurs that the lack of talent management contributes to employees' intentions to leave the organisation. Oladapo (2014:21) states that talent management in the form of personal development opportunities and good career prospects are important factors influencing an employee's decision to stay in an organisation. Longo (2014:1) argues that talent management and employee retention practices are not mutually exclusive. However, Pillay (2011:12) warns that the implementation of talent management practices often does not entail having in place employee retention strategies. Tiwari and Shrivastava (2013:3) affirm that even though talent management and employee retention are related, they represent two different approaches aimed at achieving two different objectives. According to Mangizvo (2008:147), many of the employee retention and talent management issues faced by City Councils in Zimbabwe are similar to the issues faced by other organisations.

1.10 RESEARCH METHODOLOGY AND DESIGN

This section addresses how the research is conducted and how the data will be collected and analysed.

1.10.1 Primary Data

According to Brewerton and Millward (2006:104), primary data is personally collected by the individual conducting the research with the use of tools which include questionnaires, experiments, interviews and observation. A closed-ended structured quantitative questionnaire (Annexure B) was used as a data-gathering instrument to collect the data from the target respondents in this study. Hence, the personal method of collecting data was utilised as it was an in-house study.

1.10.2 Secondary Data

Zikmund (2003:511) defines secondary data as previous research or data gathered by people or organisations other than the researcher. For this study, secondary data was obtained from academic journals, text books, internet sites and web pages, media articles, government publications, periodicals and other dissertations on the topics.

1.10.3 Research Design

According to Leedy (1997:14), the research design outlines the strategy used to collect, analyse and interpret data. Francis (2012:30) adds that the research design provides a plan of action on how a research study is to be completed. Sekaran (2003:243) suggests that there are three common methods that can be used by researchers, namely the quantitative research method, qualitative research method and mixed research method. For this study, the researcher used a case study as it effectively addresses the problem which the researcher intended to investigate at Masvingo City Council in Zimbabwe. Hence, a quantitative research method was undertaken. Denscombe (2012:325) states that quantitative research refers to research which generates numeric data or information by means of using mathematical, statistical or numeric data or computation techniques to analyse the data.

1.10.4 Target Population

According to Sekaran (2003:267), a population refers to a collection of individuals, events or other things which the research intends to conduct further research on. Corbin and Strauss (2008:2) state that a target population consists of people whom the results from the study will be applied to. Zikmund (2003:109) highlights that it is important to define the target population according to the elements that exist within it, the geographical population and time. For the purpose of this study, the target population comprised employees who are on a professional career path in the different disciplines within Masvingo City Council. The identified target population equated to

72 employees, obtained from the Human Resources Department at Masvingo City Council.

1.10.5 Survey Method

A survey is an attempt to collect data from every single associate of the populace being studied, rather than selecting a sample. Francis (2012:14) argues that if the target population is small, data can be collected from the entire target population. Thus, since this study contained a relatively small target population, it was most effective to use the survey method. Furthermore, there was no need to select a sample using any probability or non-probability sampling technique.

1.10.6 Measuring Instrument

According to Francis (2012:12), the measurement procedure utilised in collecting the data will determine the quality of information obtained. The research instrument used in the collection of data was via structured questionnaires (Annexure B). Ader and Mellenbergh (2008:211) define a questionnaire as a data collection instrument comprising of a series of questions and other prompts for the purpose of gathering information from a group of respondents. The questionnaire comprised of a consent form authorising the researcher to conduct the research (Annexure C) and a covering letter (Annexure A) assuring respondents of their anonymity. The questions presented were in line with the research questions and objectives of this study. The researcher employed a 5-point Likert scale as it allows respondents to indicate the degree to which they agree or disagree with a series of statements (Saunders, Lewis and Thornhill, 2003:3).

1.10.7 Pilot Study

According to Wiersma and Jurs (2005:491), pilot testing is the process whereby the research design for the prospective research study is tested to gain information which

could be utilised in the main investigation. Denscombe (2012:20) states that a pilot test should not be conducted on the actual respondents but on similar respondents to the potential respondents. A pilot test was conducted to ensure that all employees understood the questionnaire in the same way. The research questionnaire for this study was pilot tested using ten homogenous respondents who did not form part of the target respondents.

1.10.8 Validity and Reliability

Triola (2004:32) states that validity refers to the degree to which a research instrument measures what it intended to measure and the extent to which the measure is free from systematic random errors. Validity is vital because, in its absence, there is no cause and effect (De Vaus, 2002:160). Simply put, without validity in research, the findings will not have meaning since the results cannot be used to respond to the research question, which is the central aim of the study (Triola, 2004:32). Reliability refers to the extent to which a measuring instrument is dependable and consistent when measuring the attributes it is supposed to measure (Wiid and Diggines, 2009:7). According to Sekaran and Bougie (2013:228), reliability is important because it examines if the study fulfils its predicted aims and hypotheses and also ensures that the results are confined to the internal investigation.

1.10.9 Data Collection Methods

According to Sekaran (2003:223), the researcher can employ numerous data collection methods, namely interviews, face-to-face, telephonic, electronic media and structured questionnaires. For the purpose of this study, the personal method was utilised to deliver questionnaires to the participants. The researcher personally collected the questionnaire after twelve working days. Sekaran (2003:223) states that personally distributing and collecting questionnaires ensures a high response rate from participants.

1.10.10 Analysis of The Data

Merriam (1998:14) states that data analysis is the procedure followed to make sense out of the data collected by the researcher, and this involves the consolidation and interpretation of what has been said and what the researcher has seen and read. For this study, the first step in the analysis of the data was to capture the responses to the questionnaire to form a data set. Thereafter, the services of a professional statistician were solicited by the researcher to conduct the appropriate statistical tests. The analysis was done using the latest version of the Statistical Package for Social Sciences (SPSS) version 24 for Windows.

1.10.11 Ethical Considerations

According to Olsen (2012:87), ethics refer to the appropriateness of the researcher's behaviour in relation to the rights of those who become the subjects. Ethics are mostly associated with morality and deal with issues of right and wrong amongst groups and communities (De Vaus, 2002:57). With regard to this study, the aim and objectives were conveyed to the relevant authority in the Masvingo City Council in Zimbabwe during the process of acquiring permission to conduct research. A letter of informed consent (Annexure D) was obtained from Masvingo City Council.

1.10.12 Anonymity and Confidentiality

The covering letter (Annexure A) highlighted that it was voluntary for the respondents to participate in the study and it was clearly indicated that respondents had the right to withdraw from the study at any given time. To ensure anonymity and confidentiality, the respondents' names did not form part of the questionnaire. Anonymity is defined as the concealment of the identities of participants in all documents resulting from the research, whereas confidentiality has to do with who has the right of access to the data provided by participants (Denscombe, 2012:341). According to Saunders, *et al.* (2003:178), in order to protect the right of the participants and to ensure respect of an individual's right for privacy, anonymity is vital. The researcher conducted the

research in a manner that guaranteed confidentiality and anonymity regarding the responses of the target respondents. Furthermore, these aspects were clearly stated in the covering letter (Annexure A) and attached to the questionnaire (Annexure B).

1.11 STRUCTURE OF CHAPTERS

Chapter 1 introduces the background to the study and provides an overview of the research problem, the research objectives, the significance of the study and a brief outline of related literature and the research methodology. Chapter 2 provides the discussion of the relevant literature review and Chapter 3 covers the research methodology and design. The results from the statistical analysis and discussion of the findings are shown in Chapter 4, whilst Chapter 5 of the dissertation highlights the conclusion and recommendations.

1.12 CONCLUSION

There is a need for effective talent management practices at Masvingo City Council in order to improve employee performance and reduce labour turnover. This study will contribute to the knowledge about talent management and its impact on employee performance and retention strategies. The Masvingo City Council in Zimbabwe was chosen because of its objective to provide efficient services to the community at large. The research was conducted as a case study at the Masvingo City Council. A quantitative research method with a structured questionnaire was used as a data collection tool at Masvingo City Council. The next chapter provides a review of literature on talent management, performance management and retention.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The research problem addresses three main variables, namely talent management, employee performance and retention strategies. The literature review in this chapter provides a comprehensive elucidation on these variables. In the modern world of work, intellectual capital resides in individuals rather than in organisational systems. Therefore, attracting the right intellectual capital (human capital) and keeping it within the organisation becomes vital for effective individual and organisational performance (Joubert, 2003:49). According to Ulrich and Smallwood (2011:2), the most important assets of an organisation are its employees. Furthermore, Ulrich and Smallwood (2011:2) emphasise the importance of identifying, managing and retaining employees in an organisation. Tanton (2007:15) identifies the importance of talent management to incorporate staff retention strategies, in both the private and the public sector, whilst Bullock (2013:2) adds the value of also identifying and managing employee performance to improve organisational efficiency and effectiveness.

2.2 CONCEPTUAL CLARIFICATION OF TALENT

The definition of talent differs from organisation to organisation (Romans, 2011:8). Hayes (2009:50) states that in organisations, the term talent is used to refer to individuals possessing highly competent skills and knowledge. According to Oehley (2007:20), every organisation needs to set a standard for what it defines as talent. This knowledge and skills relate not only to the actual work, but also to other aspects of the organisation (Haid, 2012:20). James (2014:3) concurs with Haid (2012:20) that talent refers to certain individuals who have the skills, knowledge and attributes

necessary to carry out tasks in an outstanding way. Elegbe (2010:4) argues that the term talent has been defined differently in literature. Generally, the term talent is defined as an aptitude, a natural endowment, a mental power or a unique gift (Elegbe, 2010:4). According to Romans (2011:7), some authors define talent as individuals with characteristics that are unique while others view talent as the exceptional skills, abilities, experience, competencies and knowledge that people possess. Romans (2011:7) emphasises that there is a distinction between the person possessing the talent and the talent itself.

James and Mathew (2012:81) identifies the critical role that leadership plays in identifying and managing talent. Fitzgerald (2002:1) suggests that great leaders refer to talent as a recurring pattern of feelings, thoughts and behaviour that can be applied to the organisation productively. According to Cheese, Thomas and Craig (2008:9), individuals use these qualities and attributes to achieve goals in the interest of the organisation. Rueff and Stringer (2006:1) assert that talent also include developing individuals' skill sets to solve problems. Iles (2010:5) affirms that talent refers to people who have the ability to make a difference to organisational performance, decision making and service delivery through immediate or long term contributions by demonstrating high level competencies.

Hayes (2009:10) states that there is a misconception that talented individuals always perform outstandingly. Elegbe (2010:4) argues that talent on its own will not make a person stand out, however, it is how it is developed and utilised that enables an individual to perform exceptionally. One common aspect in most definitions is that talent is inborn just like intelligence and not acquired (Elegbe, 2010:4). Rueff and Stanger (2006:4) highlight that it is very difficult to find and retain such talented individuals. However, Oehley (2007:20) is of the opinion that a common understanding is important of what entails talent so as to create a benchmark for making hiring, developmental and promotional decisions within the organisation. Hayes (2009:10) concludes that talent is used as an all-encompassing term describing the personnel that organisations need to attract, acquire, develop, promote and retain so as to achieve organisational goals and to perform competitively in the external environment. The confidence in talent and its bottom line are at the heart of talent management (Tanton, 2007:15).

The concept of talent management has been extended to public sector organisations. According to Thunnissen and Buttiens (2017:391), public sector organisations are confronted with intensifying competition for talent and a chronic shortage of talented people. Furthermore, Thunnissen and Buttiens (2017:391) emphasise that the concept of talent in the public sector should receive greater emphasis.

2.3 THE CONCEPT OF TALENT MANAGEMENT DEFINED

Brunila (2013:12) highlights that there is no consensus as to what the term talent management refers to in the academic world. The lack of clarity with regards to the concept of talent management often results in different perceptions arising amongst employees and management (Brunila, 2013:12). Devine and Powell (2008:1) state that talent management has been a trending topic for management in both the public and private sector. For some organisations, talent is an all-encompassing term which refers to all employees, whilst in other organisations, it is reworded as a skills gap (Fitzgerald, 2014:3). Blass (2009:3) emphasises that all organisations practice talent management, however, many organisations often do not have a policy or set procedures to implement and monitor the process. Joubert (2003:10) argues that to formulate an effective talent management strategy, every organisation should outline the skills and competencies that entails a talented employee. This will depend directly on the organisation's talent needs and requirements.

According to Thunnisen (2015:58), the term talent management varies from author to author. Bluen (2013:1) concurs with Thunnisen (2015:58) and defines talent management as a proactive process which involves the identification, attraction, retention, development and effective management of a disproportionate number of a high calibre and diverse people, who can be deployed to emerging positions, with the aim of contributing meaningfully to the overall organisational performance. Brunila (2013:12) states that talent management refers to the efforts organisations assert in attracting, selecting, developing and retaining key individuals. Nel, Werner, Poisat, Sono, Du Plessis, Ngalo (2011:163) elaborate that the term talent management is also

associated with the recruitment and selection of individuals who have the potential to adapt and succeed in the specific job functions within a minimal time frame.

Talent management is also concerned with identifying the critical positions that have a direct impact on the organisation's competitive advantage and subsequently developing a differentiated high performing and high potential workforce to ensure these positions are readily filled (Brunila, 2013:12). Hayes (2009:52) concurs with Brunila (2013:12) that talent management involves the measures taken to ensure that the organisation has got an adequate supply of talent to align the right jobs with the right people at the right time to achieve short and long-term objectives. Hayes (2009:52) further states that talent management is a systematic process applied to close the gap between the organisation's current talent and the talent it requires to stay competitive. Harry (2012:22) affirms that talent management is a systematic process of attracting, identifying, developing, engaging, retaining and deploying high potential individuals who add value to the organisation. Blass (2009:3) suggests that talent management is defined as the additional management opportunities and systems in organisations provided to selected individuals that are regarded as talent.

According to Collings, Mellahi and Cascio (2017:228), the concept of talent management is receiving renowned emphasis in the academic sector, yet in the public sector, talent management is still regarded as a government initiative and not a human resource management strategy. Thunnissen and Buttiens (2017:391) agree with Collings *et al.* (2017:228) that public sector organisations can no longer afford to disregard the value of identifying and managing employee performance and talent, due to an increase in public demand for service delivery.

2.4 THE TALENT MINDSET AND THE NEED FOR TALENT MANAGEMENT

According to Harry (2012:22), the increased emphasis in Talent and Talent Management has resulted in organisations recognising the importance of a talent mindset. Bell (2014:1) defines a talent mindset as a set of attributes, beliefs and behaviours residing within employees and the organisation emphasising talented

individuals as the core of organisational competitive advantage. According to da Gama (2009:5), organisations with a talent mindset believe that better performance and competitiveness can be achieved when the organisation has the right talent on-board. Luna-Arocas and Morley (2015:34) affirm that for talent management to be successfully implemented, the employees and the organisation need to share a talent mentality. Tanton (2013:31) and Bell (2014:1) highlights that due to the growing demand for talented individuals and concurrently the shortage in supply, organisations need to shift from an approach of developing a strong human resources department to creating an organisation passionate with talent at every level. In organisations where the leadership embraces a talent mindset, acquiring, developing, managing and retaining the right talent is regarded as a vital part of the work (Joubert, 2003:19).

According to Michaels, Handfield-Jones and Axelrod (2001:27), Bell (2014:1) and da Gama (2009:5), to ensure that talent is managed adequately and a talent mindset is embraced, the organisation's top management should take a number of actions. Michaels, *et al.* (2017:27) state that organisations should outline clearly defined standards of what talent entails, what constitutes poor, average and excellent employee performance and put in place an annual talent review process to monitor the process. Bell (2014:1) argues that leaders at every level in the organisation should be involved in all different decisions that are made and they should be held accountable for how they manage talent and also how their subordinates perform. da Gama (2009:5) highlights that organisations should invest an appropriate amount of money towards talent management and ensure that the talent mindset is instilled in the organisation permeating every aspect of the organisation's culture. Michaels, *et al.* (2001:22) state that a talent mindset is very different from the old mindset on personnel management as reflected in Table 2.1 below:

TABLE 2.1 DIFFERENCES BETWEEN THE OLD MINDSET ABOUT PEOPLE AND THE NEW TALENT MINDSET

Old Mindset About People	New Talent Mindset
A vague notion that people are the organisation's most important asset	A deep conviction that better talent leads to better organisational performance.
The Human Resources Department is responsible for personnel management.	Every manager is accountable for strengthening their talent pool.
Managers work with the people they inherit.	Managers take bold steps to build the best talent pool.
A two-day talent management exercise once a year.	Talent management is central to how the organisation is run.

Source: Michaels, E., Handfield-Jones, H. and Axelrod, B. (2001:27). Adapted.

Tanton (2013:34) comments that in the old mindset on personnel management, people are perceived to be the responsibility of the human resources department whilst in the talent mindset the identification, management and monitoring of talent is a threefold responsibility that is shared by the organisation (human resources management), the line manager and the employee.

Generally, the need for talent management is to fulfil quantitative and qualitative necessities for human capital and also, to contribute to the overall performance of employees and ultimately the organisation as a whole (Tanton, 2013:34). Thunnisen (2015:59) argues that this is in terms of profit, competitive advantage and sustainability. Haid (2012:1) states that managers cannot change or influence global work trends or economic trends, but they can influence their personnel strategies to respond to these trends so that the organisation will be in a position which enables it to continuously grow and also remain competitive.

According to research by Ellis (2015:1), approximately 65% of every organisations across industries is accounted for by labour and, organisations with talent management programs in place have a 40 percent lower employee turnover rate, hence organisations should proactively manage their talent. Ellis (2015:1) further states that organisations which implement talent management generate more than twice the revenue per employee compared to organisations that do not have talent

management processes. Ntonga (2007:16) attests that employees and the way that they are managed is the most important source of most organisational competencies and strengths and adds that the overall performance difference between talented and less talented employees is vast.

2.5 THEORETICAL PERSPECTIVES ON TALENT MANAGEMENT

While all organisations pursue some form of talent management, they seek to achieve different objectives from their talent management systems (Blass, 2007:3). This shows the strategic objective of talent management systems. Devine and Powell (2008:3) postulate that talent management perspectives determine how the organisation views, implements and put into operation talent management practices. According to Brunila (2013:14), organisations use these perspectives interchangeably as the organisation's strategy changes and evolves. White (2009:7) highlights that key stakeholders must understand and support the perspective employed by the organisation for talent management to be successfully implemented. Devine and Powell (2009:3) state that the line manager's role is of importance and it can make or break the system. Blass (2007:4) suggests that there are six strategic perspectives that direct how an organisation approaches talent management, which is reflected in Table 2.2 below:

TABLE 2.2 STRATEGIC PERSPECTIVES ON TALENT MANAGEMENT

Strategic Perspective	Description
Process perspective	Encompasses every process that aims to optimise people. Organisations that adopt this perspective strongly believe that employing the right talent determine their future success.
Cultural perspective	Talent management is viewed as a mindset. Every individual's success is dependent on his/her own personal talent. Individuals are given the opportunity to demonstrate their talent and to learn continuously from how they perform.
Competitive perspective	The emphasis is on attracting talent and ensuring that all their needs are met so that they remain in the organisation. Competitors are regarded as a threat and the aim is to keep talent away from them.
Developmental perspective	Focuses on developing high potential individuals. Clear development schemes are established to lock high potentials into career paths.
Human Resources planning perspective	Aims to ensure that the right person is doing the right job at the right time. Turnover is monitored to ensure there are no gaps in the organisation.
Change management perspective	Talent management is used to drive change in the organisation. Talent management is seen as a major component of the organisation's strategic plan for change.

Source: Blass, E. (2007:5). Adapted.

According to Brunila (2013:14), the process perspective proposes that to fully optimise people, all processes in the organisation need to be employed. Based on this perspective, organisational success is as a result of having the right talent thus

nurturing and managing such individuals is vital (Gussenhoven, 2009:6). Blass (2007:5) affirms that talent management practices should be incorporated as part of the organisation's everyday process. Devine and Powell (2008:4) state that the cultural perspective views talent management as a mindset which is derived from believing that talent is a need for the organisation to be successful. Duties and assignments are assigned to individuals based on how they perform on previous tasks (Distiller, 2015:1). Brunila (2013:14) postulates that employees are dependent on their performance and talent for them to succeed and grow in the organisation.

Blass (2007:4) suggests that the competitive perspective is based on the concept that, talent management is concerned with identifying high potential individuals, finding out their needs and providing them with what they need and want because if this is not the case, competitors will do so. Brunila (2014:14) highlights that in most cases, if no other perspective is employed, the competitive perspective tends to be the default one. Distiller (2015:1) adds that in the case of the competitive perspective, talent management operates effectively as a retention strategy. The developmental perspective is underpinned by the belief that talent management practices should be mainly focused on developing high potential individuals more quickly than ordinary employees (Devine and Powell, 2008:4). According to Blass (2007:4), employees identified as potential talent will be identified and developed at each organisational level more quickly than everyone else in the organisation.

Gussenhoven (2009:8) states that the human resources planning perspective emphasises matching the right individual with the right job. Talent management practices are monitored by the human resources personnel (Brunila, 2014:14). Blass (2007:4) explains that key positions and areas of shortage are targeted within the organisation. Retention of employee is key and turnover is closely monitored (White, 2009:11). Talent management is regarded as a key driver of change management and is incorporated in the organisation's strategic plan (Devine and Powell, 2008:4). According to Brunila (2014:14), the organisation can use change management to change its culture, management capabilities, leadership skills and other human resources related matters.

2.6 COMPONENTS OF AN EFFECTIVE TALENT MANAGEMENT PROCESS

According to Ntonga (2007:29), an effective talent management process entails understanding clearly the current and future organisational strategies so as to identify the critical gaps between the talent the organisation holds currently and the talent the organisation needs to drive organisational success. Furthermore, Ntonga (2007:29) adds that organisations need to focus not only on the talent strategy, but also, the elements that are important for its successful implementation. Ulrich and Smallwood (2011:96) concur with Ntonga (2007:29) that for talent management to be implemented successfully, a comprehensive talent management scheme to close talent gaps must be aligned with the overall strategic and organisational plans. Padmashree (2012:46) states that organisations need to have effective performance measurement policies during and after implementation of the talent management process to determine the organisational impact at the same time, developing individuals to enrich how they perform in their current jobs so as to prepare them for the transition to the next level. It is vital for organisations to align individual and team goals to organisational goals and to provide them with clear feedback to manage performance (Ngobeni, 2010:56).

2.7 IMPLEMENTING TALENT MANAGEMENT

According to Kennelly (2012:19), organisations are finding it difficult to develop talent management strategies that align their long-term goals and objectives to the organisation's strategic goals and plans. Organisations that implement talent management strategies usually have an advantage when competing in the global economy and are flexible and quick to capitalise on new opportunities. According to Eliis (2015:1), a strategic talent management plan enables organisations to ensure that the critical talent management needs are addressed promptly and to be on the lookout for changes in the industry, in other words, being proactive as opposed to being reactive. Talent management should aid in identifying skills that are essential

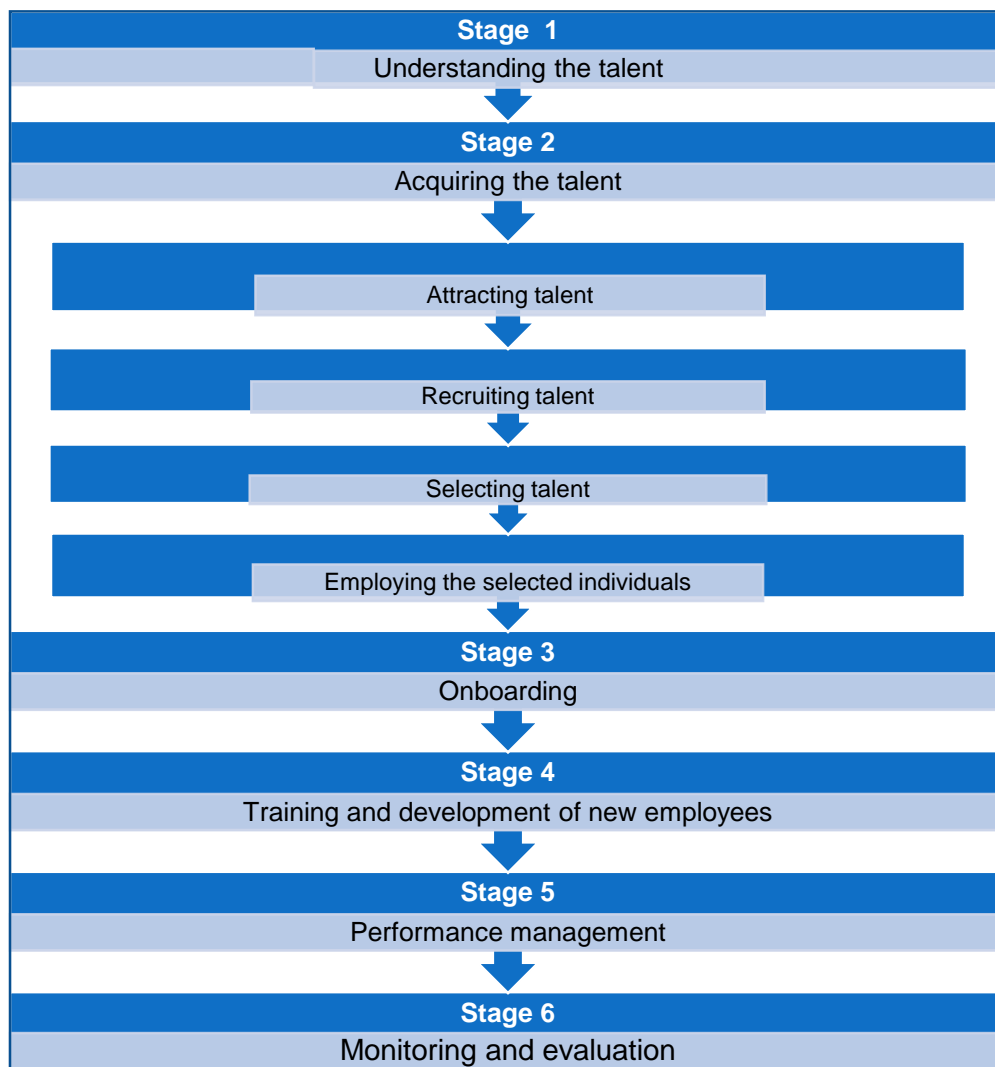
and that should be developed in all employees to improve employee performance by focusing on key development areas (Kennelly, 2012:19).

According to Hayes (2009:9), for talent management to be successfully implemented, individuals should be empowered to drive their own performance paths and management should also pay attention to individuals in less critical positions demonstrating the ability to excel in critical positions. Fitzgerald (2014:9) concurs with Eliis (2015:1) that organisations need to understand the internal and external current and future talent demand and supply patterns, ensuring that the skills required to achieving the organisation's critical strategic outcomes are defined.

2.8 THE TALENT MANAGEMENT PROCESS

According to Oehley (2007:16) the talent management process is constantly developed, changed and adjusted to ensure that the process remains aligned with the organisation's strategy and goals. It is not a once off intervention but a continuous process which requires constant evaluation (Oehley, 2007:16). The needs of the organisation will be used to determine the talent management process that the organisation will follow and different factors contribute to the implementation of the process (Ngubani, 2010:18). According to (Tanton, 2013:56), the talent management process standardises the entry and exit of individuals in an organisation. The talent management process must be effectively implemented as it has a direct impact on the performance and retention of employees. There are a number of stages in the talent management process as depicted in Figure 2.1 below:

FIGURE 2.1 STAGES IN THE TALENT MANAGEMENT PROCESS



Source: Self-generated

2.8.1 Stage 1: Understanding the talent

According to Garg, Chaurasia, Sachan and Bharat (2013:9), this stage determines the overall success of the whole process and therefore, it is very crucial. It is the preparatory stage that determines the talent requirements that sets out the direction the whole organisation will follow in implementing talent management. Joubert (2007:18) affirms that organisations need to plan for their human capital requirements in the short, medium and long run. This also entails analysing the performance requirements for the specific public sector department so as to target individuals that will aid the organisation to meet the performance expectations. This stage involves

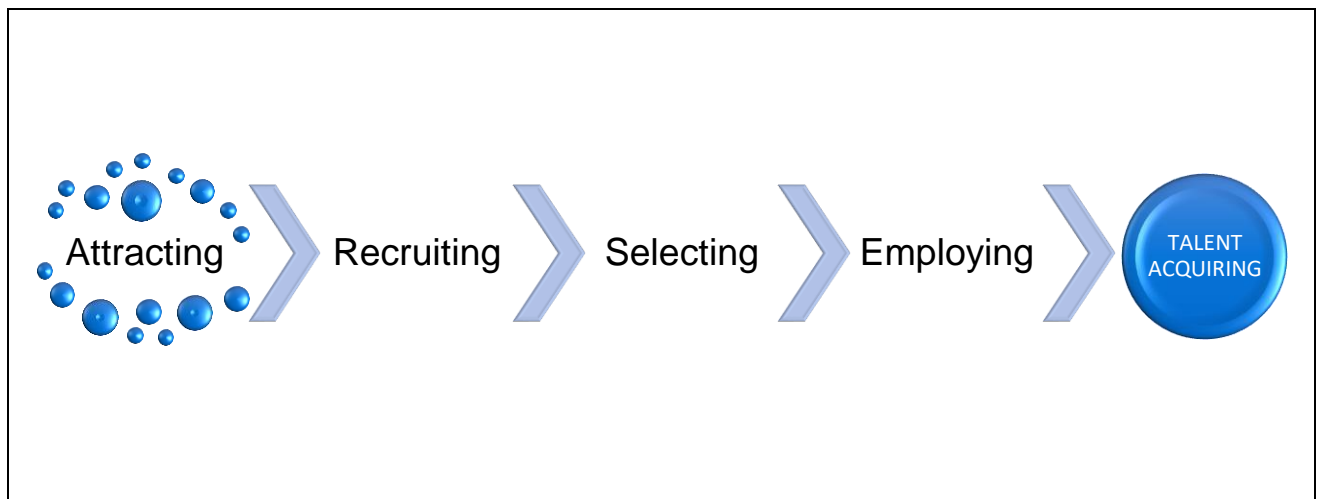
auditing the current talent level so as to understand the existing and future organisational needs (Garg, *et al.*, 2013:12). The talent management process should also be effectively implemented in order to retain valued employees (Padmashree, 2012:78).

Talent planning is one of the major components of understanding the talent requirements. Oehley (2007:19) defines talent planning, also known as workforce planning, as a fully integrated process that an organisation can employ, and it involves planning ahead proactively to avoid talent shortages and surpluses ultimately optimising employee performance. Wheeler (2006:1) concurs with Oehley (2007:19) that talent planning is the first step in the talent management process and entails understanding the talent requirements and aligning them with the organisational goals as well as the specific service delivery environment in which the public sector department functions. According to Ngobeni (2010:24), successful organisations forecast the supply and demand of their skills according to their skills requirements and ensure that top performing employees are retained in the public sector department.

2.8.2 Stage 2: Acquiring the talent

Joubert (2007:19) postulates that this stage mainly entails targeting the best talent in the industry based on the organisation's talent requirements. Due to competition for talent, organisations should create an environment which motivate talented individuals to join the organisation instead of other competitors (Ngobeni, 2010:56). Garg, *et al.* (2013:12) argue that talent acquisition is a process on its own and involves attracting, recruiting, selecting and employing talented individuals as depicted in Figure 2.2 below. Oehley (2007:25) states that in most cases, these functions are regarded as the service responsibility of the human resources department, however to be a success, support and commitment from the line managers is needed.

FIGURE 2.2 THE TALENT ACQUISITION PHASE



Source: Garg, A, Chaurasia, A.K, Sachan, A and Bharat, A (2013:12). Adapted.

2.8.2.1 Attracting talent

According to Tanton (2013:16), talent attraction is concerned with appealing to talented individuals who want to join the organisation. This will make them apply for positions when they become vacant. Kennelly (2012:1) concurs that attraction of talent refers to activities soliciting potential employees' enquiries. Myburgh (2015) affirms that it is vital for public sector departments to take control of how they are seen as an employer. This is because of the skills shortages as a result of the competition for limited talented employees in the public and the private sector. Thus, public sector departments should also strive to become the employer of choice, which have given birth to the concept of employer branding (Garg, *et al.*, 2013:12).

2.8.2.2 Recruiting talent

Myburgh (2015) states that during this stage is where the whole hiring process begins. The public sector departments advertise for people to join it. Thulo (2014:27) argues that the way in which the recruitment process is developed as well as its implementation has an impact on an organisation's ability to achieve its strategic goals and objectives. Gatewood, Field and Barrick (2008:13) affirm that public sector departments need to select the right individuals to conduct the recruitment process for

it to be successful, whilst they need to consider aspects, such as the diversity of who the organisation wants to recruit, and the individual's ability and willingness to talk to people.

According to Wheeler (2006:1), the importance of the employee-organisation fit is emphasised in literature. Ngobeni (2010:30) suggests that fit is a combination of three dimensions, namely:

- Career fit: The role should align with the individual's career preferences.
- Motivational fit: The task being offered should meet the individual's desires and needs.
- Cultural fit: The individual should align with the organisation and business unit's culture.

These three dimensions are to ensure employees are matched with the right job which will enable them to perform to their best capability concurrently ensuring employees are retained in the public sector departments. Joubert (2003:13) further states that to reduce the failure rate of the recruitment process, certain steps can be taken such as screening individuals for cultural fit to ensure they have the same values as those of the public sector.

2.8.2.3 Selecting talent

Ngobeni (2010:31) defines the selection phase as a process of choosing the most suitable candidate for a position in the organisation from a group of potential candidates. Armstrong (2010:192) highlights that selection is an aspect of the talent acquisition process which deals with identifying the individual to be appointed for a particular job. According to Garg, *et al.* (2013:13), the selection process includes aspects such as tests, interviews and background checks, which are relevant to the purpose of the public sector departments. It is very important to ensure that the most suitable candidate is selected as the employee's performance on the job will have an impact on the long term service delivery of the public sector department. Informed decision making is important when selecting candidates as some employees may

seem like a perfect fit only on paper (Ngobeni, 2010:30). Joubert (2003:26) reports that the selection process can be enhanced by ensuring that there are proper interview structures and assessment processes. Factors to be considered include the number and length of interviews, the aspects to be covered during each interview session, the preparation relevant to each stage and how to improve the interview techniques of those selecting the candidates (Danford, 2014:4). Effectively selecting employees also determines the duration with which individuals will remain in the organisation thus, it can act as a retention strategy for the public sector.

2.8.2.4 Employing the selected individuals

According to Garg, *et al.* (2013:13), employment phase entails bringing the individual into the organisation or internally promoting a suitable candidate for the position that needs to be filled. It is at this stage where the job offer is made, the starting date is agreed on and in some cases the contract of employment is discussed by both parties and signed (Thunnisen, 2015:16). Ashraf (2017:1) warns that a critical factor in the public sector is the turnaround time for this stage and that talented employees/applicants may be lost due to delays in the appointment process.

2.8.3 Stage 3: Onboarding

This is a process followed by organisations to acclimatise employees taking new positions to ensure that they quickly learn the values and culture of the organisation and also to ensure they feel welcome (Oehley, 2007:23). Gatewood, *et al.* (2008:16) state that onboarding enables new individuals to become productive organisational members who understand their job expectations. It goes beyond traditional orientation which focuses mainly on the management of policies, procedures and forms. According to Taleo (2006:32), onboarding can be considered as a strategic process that improves new employees' performance and contributes to the growth of the organisation and the service delivery of the public sector department. This is so because the earlier the individuals get up to speed, the sooner they can start

contributing to the organisation's objectives regardless of the role they play in the organisational hierarchy (Ngobeni, 2010:34).

2.8.4 Stage 4: Training and development of new employees

Ngobeni (2010:31) postulates that once individuals are hired, for them to become and remain competitive, their skills need to be continually enhanced. Net, *et al.* (2011:19) state that employers should aim to develop their employees' full potential for outstanding employee and organisational performance. Training and development is about growing individuals to meet the personal and organisational needs (Hunt, 2014:78). Different training programs can be used to improve employees' skills and performance and organisations need to determine and tailor specific programs to develop their employees in preparation for future work and service delivery requirements (Garg, *et al.*, 2013:15). Oehley (2007:29) highlights that training and development opportunities have a significant ability to retain talented personnel as high performers regard development as a benefit they are entitled to. Conversely, Ngobeni (2010:31) argues that other employers view training as costly and unnecessary usually based on their previous unsuccessful experiences. However, Hunt (2014:19) states that training and development of individuals not only as a talent management strategy but also, as a retention strategy for enhancing employee and organisational performance.

2.8.5 Stage 5: Performance management

Ulrich and Smallwood (2011:1) state that when employees have been provided with the necessary training, it will be expected of them to work towards achieving the set goals and objectives of the public sector departments. Garg, *et al.* (2013:15) report that the elements of performance management include continuously setting goals, conducting performance reviews and providing individuals with feedback. Fitzgerald (2014:9) concurs that performance management is a continuous and ongoing process used to communicate and clarify the employee job responsibilities, performance expectations and priorities that optimise an employee's performance aligned with the

organisation's strategic goals. One of the most common performance management tools is the 360-degrees feedback (Padmashree, 2012:56). According to Oehley (2007:30), to identify highly talented individuals with potential and to formulate development plans, performance management systems can be used. Using performance management systems, the development needs of talented employees can be assessed so as to maximise the effectiveness of development actions (Walter, 1995:45).

2.8.6 Stage 6: Monitoring and evaluation

The talent management process and its effectiveness needs to be kept under review so as to gather feedback. Fitzgerald (2014:9) argues that the results should be incorporated in the next talent management process for continuous improvement so as to evaluate the successes and identify the developmental areas for the specific public sector departments' next review cycle. Oehley (2007:34) emphasises the importance of benchmarking against best practices, such as internal reviews of the talent management process include conducting employee surveys, exit interviews and evaluation of human resources procedures. According to Shaikh (2014:16), the process is evaluated to determine quality, timeliness and credibility, which had increasingly received attention in the public sector due to customers demanding efficient and effective service delivery. Once it is evaluated, measures to improve the talent management process should be put in place to build and retain a top performing workforce in the public sector.

2.9 TALENT MANAGEMENT STRATEGIES TO IMPROVE EMPLOYEE PERFORMANCE AND RETENTION IN THE PUBLIC SECTOR

The talent strategy depicts how an organisation invests in its people in order to optimise employee performance and attain short term and long term organisational

goals. According to Armstrong and Taylor (2014:269), the talent management strategy incorporates all the processes that are involved in the creation of a talent pool into the overall organisational strategy. Armstrong and Taylor (2014:269) further state that an effectively implemented talent management strategy ensures that the organisation attracts and retains a high performance workforce. Barkhuizen (2015:14) highlights that an integrated talent management strategy aligns an organisation's talent (employees) with the organisational strategy. Once this is achieved, the organisation will be at a position to recruit talented individuals with the aim of creating and retaining a talent pool (Barkhuizen, 2015:14). In literature, various talent management strategies have been identified which are depicted in Figure 2.3 below and a discussion of each of the talent management strategies follows thereafter.

FIGURE 2.3 TALENT MANAGEMENT STRATEGIES



Source: Self-generated

2.9.1 Succession management

Succession management is one of the talent management measures organisations can use to ensure it has the necessary talent in the right place and at the right time (Kuraman, 2015:436). Haid (2012:447) argues that the motive behind succession management is not to replace employees on their current positions, but to prepare potential talent from within the organisation to be readily flexible to assume a position at any unexpected time. According to Newhall (2015:3), many organisations are not

proactive in terms of ensuring there are succession management measures in places but rather tend to start planning when it is too late, especially, when an individual in a key position makes known his/her intention to leave the organisation.

Govender (2010:9) defines succession management as a process that is ongoing which systematically identifies, assesses and develops talented individuals to prepare them for management and leadership positions so as to meet the organisation's future and operational needs. According to Kimball (2006), it is important for organisations to incorporate succession management as part of their talent management strategy because without it, the wealth of knowledge, skills, experience and other attributes accumulated by staff over time will be thrown away. Succession management acts as a solution to organisations for addressing issues such as those related to gaps caused by retiring employees and labour turnover. In any organisation, it is ideal to have key positions being filled by individuals from within who are adequately talented. Bhatia (2015:5) is of the opinion that, for this to be ensured, these individuals need to be developed to acquire the necessary skills and competencies so that they will be able to assume senior positions when necessary. Organisations that have trained and developed individuals to be successors are less likely to suffer a period of financial difficulty which usually occurs in the case where an external employee in a new position familiarise themselves with the organisation (Hunt, 2014:65). Hiring from within motivates employees to remain loyal to the organisation at the same time performing exceptionally well so that they will be perceived as talent (Bhatia, 2015:6).

Properly designed succession strategies that will result in the advancement of all potential talent should include individuals at all levels of the public sector structure (Kumaran, 2015:14). Quick and Nelson (2011:65) state that the succession plan should provide individuals with a clear picture of what will be expected of them in other positions. It should provide guidelines on how employees can be able to move forward and upward, at the same time achieving their personal career goals. Not only is succession planning an effective talent management strategy, but it is also a useful retention strategy since it motivates employees to stay in the organisation by providing them with growth opportunities (Tan, 2007:86).

2.9.2 Coaching new employees

According to Joubert (2007:26), coaching new employees enables individuals to quickly adapt to the organisational culture, functioning in groups and teams and becoming familiar with the environment they will be exposed to in the organisation. Hunt (2014:56) highlights that from the time they join the organisation, new employees must be made to realise that mastering a profession is the only way that meaningful employment and progression can be ensured. Employees at all levels should realise that competence and mastery comes with time, exposure and experience. Tan (2007:98) states that individuals must be coached continuously to ensure they master the important skills and to develop their potential, thus enhancing employee performance and ultimately, organisational success. Coaching is a two-way process by which solutions that the coach and the individual being coached agree together on (Mengel, 2001;65). With coaching, there are no right or wrong answers since it is more flexible and open to different ways of doing things.

According to Joubert (2007:608), for coaching to work as a talent management strategy, it should not only entail establishing mutual trust between the two parties in the relationship, but also, providing individuals with encouragement when faced with blockages so they will be motivated to continue working hard and also remain in the organisation. James and Mathew (2012:80) add that coaching should also include, assessing the coachee's performance and giving them feedback so they will know what they need to do differently so as to improve employee performance and challenging the individuals rather than criticising them when evaluating the tasks they have carried out. Hunt (2014:9) argues that the individual who assumes the coaching role should have the desire to help other people, must respect the choices employees make and also be patient and accept that people learn at different rates whilst the employee being coached must be convinced of the importance of coaching, be willing to learn and be respectful.

According to Ntonga (2007:29), job experiences are the most effective learning opportunities. Learning occurs as an individual works on assignments and tasks allocated and this can help identify high potential individuals. It is vital for organisations to identify key jobs that offer high potential individuals learning opportunities thus

developing critical skills (Hunt, 2014:98). Every organisation or workplace has particular skill requirements that are vital to enable employees to perform effectively. Pfau (2005:1) highlights that on the job training can be as simple as providing employees with day to day instructions on how to carry out tasks assigned or as complex as providing employees with long term training programmes.

2.9.3 Creative assignments

According to Joubert (2007:21), being creative regarding the assignments, teams and jobs that the organisation provide can be a very effective talent management strategy. To cultivate talent, it will benefit organisations if they provide individuals with a wealth of different assignments. Employees must be given challenging but achievable tasks for them to grow as they will learn from carrying out the task (Hunt, 2014:98). This also challenges them to accelerate their development by breaking out of vertical boundaries, thinking horizontally and promoting of cross-functional activities, ultimately improving their overall performance on the jobs. The public sector department can also incorporate action learning activities such as task teams and special projects which pushes individuals to connect and liaise with their colleagues thus, sharing information and learning from each other (Kenelly, 2012:45).

2.9.4 Talent development

In most cases, organisations narrow down development to consist exclusively of training. This is not the case as development is an all-encompassing term and includes not only training, but other aspects (Ulrich and Smallwood, 2011:56). Training constitutes a small part of development (Joubert, 2003:14). According to Hunt (2014:252), employee development has a number of components. Padmashree (2012:60) argues that high potential individuals should be provided with the opportunity to improve their strong points and their overall job performance. Oehley (2007:36) concurs that for high potential employees to become more competent, the

organisation should implement a development program. Such programs may incorporate various instruments of development based on the needs of the organisation (Padmashree, 2012:60).

To formulate an effective development program, the talent requirements of the organisation need to be identified. According to Hunt (2014:252), the things that employees are expected to do in the future that they may not be able to do at present is what talent requirements entail. James and Mathew (2012:80) state that these may include taking new roles and responsibilities. Thus, the first step in developing individuals is to understand the talent requirements (Hunt, 2014:252). Buthelezi (2010:13) highlights that to meet talent requirements, employees must develop certain attributes referred to as learning objectives. Hayes (2009:125) postulates that learning objectives outline the type of skills, abilities, knowledge, aptitudes, interests and motives that influence performance at present and in the future. To assist the workforce to achieve learning objectives that lead to achieving the organisation's talent requirements, employee development is used (Padmashree, 2012:60). Hunt (2014:252) states that in comparison to talent requirements, learning objectives has to do with the capabilities and competencies employees need to develop, while talent requirements goes further to define why employees need these competencies.

2.9.5 Leadership development

Drotter (2010:11) reports that one major challenge faced by organisations is that of the turnover of individuals in leadership positions without leaving suitable successors thus, making it difficult thereafter to replace them. According to Chan, Drotter and Noel (2011:3), finding competent leaders with the required skills is becoming increasingly difficult. Brant, Dooley and Iman (2008:17) argue that all human beings have the ability to grow. This ability to grow is influenced by factors such as accumulated experience and skills, the ability to learn new skills and the individual's willingness to tackle more complex and bigger projects. Frost (2015:1) commented that demonstrating commitment to the development of internal employees build loyalty

from them, enhances their performance and motivates them to stay in their organisation.

2.9.6 Employee engagement

Joubert (2007: 21) defines engagement as an emotional bond between the employee and the organisation. Employees that are engaged to the organisation feel indebted and are usually willing to work to their best abilities as well as remaining in the organisation. Key aspects of engagement include, the opportunity for learning and career improvement, enjoyable working relationships with colleagues and management and clarity of expectations (Kumaran, 2015:54). Devine and Powell (2008:20) state that the dynamic global economy has facilitated the need for public sector organisation to explore employee engagement so as to achieve optimal service delivery. According to Nguwi (2015:9) employee engagement is linked to organisational productivity and employee performance. Nguwi (2015:9) further elaborates that engaged employees are positive oriented about the job and the organisation, pursue learning goals and always aim to go to the extra mile. Devine and Powell (2008:19) state that in cases where employees are not engaged, the organisation will face retention problems, lack of loyalty and poor performance from the workforce. Distiller (2015:1) postulates that employees are considered as organisational assets thus, organisations should incorporate employee engagement in line with the talent management strategies.

2.10 BENEFITS OF TALENT MANAGEMENT TO THE PUBLIC SECTOR

According to Janga (2014:81), City Councils in Zimbabwe are owned and controlled by the government. It is the part of the government that deals with the provision of housing and transport facilities, water for industrial, commercial and domestic use (Nguwi, 2014:1). Thus, there is a need for talented human resources in order to deliver

competent services to the society at large. In that regard, it is of vital importance to retain talented employees for efficient and effective performance in the public sector (Ndongo, 2013:5). Ashraf and Caldwell (2017:2) state that the quality of an organisation is measured by the quality of the workforce it possesses. Thunnissen and Buttiens (2017:401) highlight that talent management programs give deep insights to the management about their employees, their development needs, strengths and weaknesses, areas of interest and their abilities, therefore, it is easier to determine what to emphasise on, which leads to improved employee performance and in turn value-added service delivery. Ntonga (2007:44) concurs with Thunnissen and Buttiens (2017:401) that when an organisation identifies its high potential individuals, they can invest in their professional development, since development calls for investment decisions towards training and development for growth, succession management and performance management purposes. In addition, having a well enforced talent management culture results in a workforce that is more committed, engaged and determined to provide premium services to the public (Ntonga, 2007:44). Organisation that have talent management programs have higher workforce retention rates which leads to financial benefits, as organisations spend a considerable amount of money on their recruitment and also training and development, hence it is important to maximise on the returns from the investment (Nyanjom, 2013:64).

2.11 CHALLENGES IN IMPLEMENTING TALENT MANAGEMENT

According to Tanton (2014:9), human resources practitioners usually encounter hindrances from both the organisational and individual level when implementing talent management. At the organisational level, obstacles are often due to inconsistency with regards to the human resources management practices and the absence of proper and consistent internal infrastructure and processes to support or aid the implementation (Thunnisen, 2015:60). Mengel (2001:911) states that at the individual level, hindrance to the implementation of talent management are related to the actors involved in the process. One of the critical roles in the implementation process is that of the line manager (Haid, 2012:447). Padmashree (2012:66) argues that if the line managers are not fully committed to the implementation process, it can result in a negative attitude from the employees. This can result in unfavourable outcomes which

include poor employee performance and high turnover intentions. According to Hunt (2014:15), the lack of the drive to implement talent management by the managers may be due to:

- The lack of support and advice from the human resources personnel on how to conduct the process.
- The absence of policies and procedures regarding the management of human resources responsibilities.
- Unwillingness to perform human resources related duties and responsibilities.
- Inability due to the lack of human resources related competencies.

Padmashree (2012:66) adds that there are several challenges associated with implementing talent management which include the failure to attract high quality individuals and the inability to retain them, as shown in Figure 2.4 below.

FIGURE 2.4 CHALLENGES IN IMPLEMENTING TALENT MANAGEMENT



Source: Padmashree, M. (2012:67). Adapted.

Padmashree (2012:67) emphasises that the various challenges that an organisation faces when implementing talent management require a holistic approach of attracting, identifying, developing and retaining top performing individuals.

2.12 PREVIOUS STUDIES ON THE IMPACT OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE IN THE PUBLIC SECTOR

Numerous studies have been conducted to investigate the impact of talent management on employee performance. Research by Lyria (2014) investigated the impact of talent management on performance in Kenya. The findings revealed that effective talent management practices influence performance effectively. These findings further highlighted that talent management practices in the organisation in Kenya with which the investigation was being conducted significantly impacted performance. On the other hand, Onwuka, Ugwu and Kekeocha (2015:1586) also studied the relationship between talent management and employee performance in selected Nigerian public sector firms. The results show that in the public sector, there is a need to provide human resources management personnel with the skills to implement talent management practices effectively as the capabilities that are needed to implement such practices are ailing. Mensah (2015:544) reports that regardless of the fact that the concept of talent management has been widely researched on, there is no clarity on how talent management is related to employee performance. Thus, public sector departments still question how talent management leads to improved employee performance (Mensah, 2015:544).

According to Maya and Thamilsevan (2013:454), the concept of talent management has a major impact on the workforce and if properly administered, it can make a difference on how employees perform. Fakhr (2013:359) argues that people are the most important organisational resource and they should be managed adequately. Maya and Thamilsevan (2013:455) concur that organisational success is directly dependent on the contribution of employees and is not only reflected by the profits earned by the organisation, but also the talent composition of the organisation.

Kehinde (2011:180) states that for employees to acquire the necessary skills and knowledge that will enhance their performance, talent management components such as training and development, succession management, performance management and other aspects are critical issues. Hunt (2014:76) emphasises that when organisations provide training and development for the purpose of broadening the skills and knowledge of employees, it represents opportunities for personal growth and development which result in positive outcomes such as better team skills and increased work flexibility.

2.13 EMPLOYEE PERFORMANCE

Improving individual work performance has become one of the key objectives for every organisation's development. According to Quick and Nelson (2011:184), organisations must have a clear outline of what employee performance entails. For employees to perform efficiently and effectively they should have an understanding of what is expected of them. Hunt (2014:168) states that to define employee performance, organisations use different measures which include; the achievement of set goals, that is, whether or not employees accomplish the objectives which are assigned to them. Employee performance is also defined by the demonstration of competencies determined by whether employees behave in a way that is expected of them on their jobs (Fakhr, 2013:359). These criteria correspond to each other; however, they are different. Mensah (2015:552) states that most managers are able to identify goals but confuse competencies and skills. Cook and Crossman (2004:527) highlight that achieving goals is a function of the competencies people demonstrate on their jobs which depends on the skills and other attributes. Thus, it is important for managers to understand the difference for effective planning (Padmashree, 2012:25).

2.13.1 Types of employee performance

Mobley, Griffeth, Hand and Meglino (2001:498) postulate that there are two major dimensions/categories of employee performance namely task performance and contextual performance. Griffin, Neal and Neale (2000:518) define contextual performance which is also known as citizenship as all the additional activities and roles that individuals engage in at the workplace which they are not directly employed to perform. These activities are necessary for the day to day operations of the organisations and are vital for the major task to be performed effectively. According to Diaz-Vilela, *et al.* (2015), contextual performance depends on the individual's personality or attitude towards the work such as the willingness to go to the extra mile to achieve the organisation's objectives. Task performance refers to the direct/actual performance expected from individuals when carrying out roles assigned to them. This form part of the job description and varies amongst jobs (Mobley, *et al.*, 2001:498).

2.13.2 Measuring employee performance

Anderson (2002:2) emphasises that it is extremely important for public sector departments to measure the performance of their employees constantly for them in order to ensure that talent management strategies implemented are effective. According to Bond and Fox (2007:5), measuring employee performance accurately and efficiently is challenging. Kuvaas (2006:58) postulates that when measuring employee performance, the focus must be on the future not on the past so as to establish meaningful and realistic targets and search for the most realistic means of reaching them. Armstrong (2006:102) affirms that one of the important elements necessary to measure employee performance objectively is the ability to judge performance and this involves using clear and defined standards, considering relevant information only, avoiding projection and combining probability in the correct weight.

Rudman (2003:4) states that the core element of measuring employee performance is evaluating the tasks completed by employees against the pre-determined goals for a

specific time frame. Among other things, performance management encompasses the attainment of the desired standards, the quality of the results, the time taken to achieve the results and the costs involved (Kuvaas, 2006:58). Fletcher and Bailey (2003:360) argue that measuring performance efficiently and accurately helps management to judge and measure employee potential which enables them to identify talented individuals at an early stage. Mensah (2015:554) attests that performance measurement will not be complete and effective if employees are not provided with feedback and review for their work and performance in accordance with the set goals. Providing feedback and reviews timely motivates employees ultimately improving performance (Rudman, 2003:12).

Padmashree (2012:42) emphasises that it is important to measure individual employee performance so as to determine if the individual's contribution meets the public sector organisations' needs and objectives. By conducting these individual employee reviews, organisations will improve not only, the employee's performance, but also, the overall organisational performance (Khan and Jabbar, 2013:42). Gilmore (2008:59) affirms that measuring employee performance accurately is important because failure to do so or inaccurate measurement can have a disastrous effect on individuals and the organisation as a whole. Effectively measuring employee performance reflects if talent management strategies implemented by the organisation are resulting in the expected outcome.

2.13.2.1 Purpose of measuring employee performance

Not only is employee performance measured to determine if things are going according to plan but also to identify why things are not going well so that steps can be taken to build on success (Levinson, 2005:4). Hunt (2014:158) concurs with Levinson (2005:4) that it is important to measure performance so as to ensure that people are carrying out the tasks their job description entails in the right way. Kuvaas (2006:58) argues that if an organisation does not measure employee performance, this means it will simply be employing people and hoping they do their jobs effectively.

Furthermore, failure to measure results makes it difficult to tell success from failure and to identify high potential talented individuals (Evans and Lindsay, 2008:3). Mensah (2015:556) highlights that for the process to be successful, to increase workforce service delivery and to aid in identifying talented individuals, the approaches with which performance is measured should be designed appropriately, defined clearly, consistently applied and used effectively in view of the objectives of the public sector department. Hunt (2014:158) emphasises that organisations that do not manage the performance of their employees effectively lose talented employees. According to Khan and Jabbar (2013:13), if there is no formal standard for measuring employee performance, organisations are likely to incur financial losses and dissatisfied customers as they will be allowing individuals to perform their jobs in an incompetent or counterproductive manner.

Khan and Jabbar (2013:13) add that it is important to measure employee performance so as to increase productivity through ensuring people receive feedback and incentives which encourage them to learn from experience, ultimately motivating them to increase their effectiveness. Hunt (2014:159) highlights that, every organisation needs to manage the performance of its employees in order to identify and address employee behaviours that may be limiting or damaging the productivity of the organisations and exhausting organisational resources. Managing employee performance also enables the organisation to hire and retain high performing individuals by means of recognising, encouraging and rewarding performance contributions.

2.13.2.2 Methods of measuring employee performance

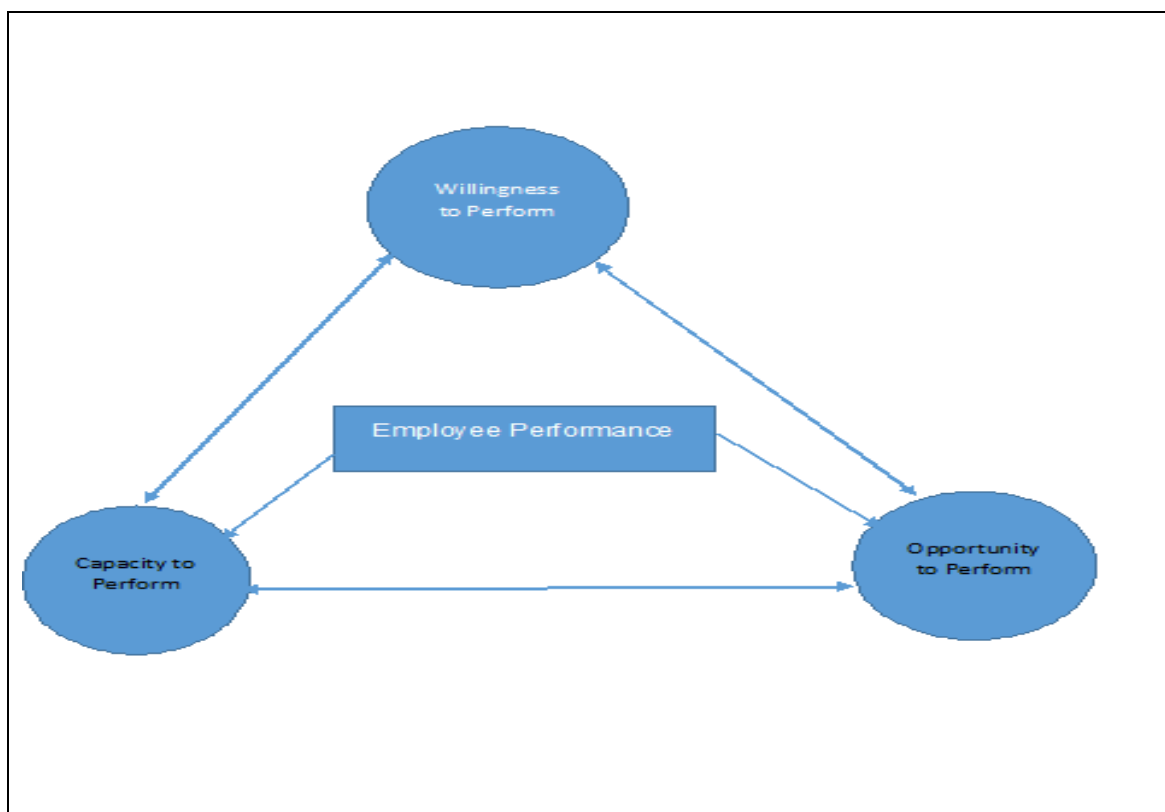
Organisations should formulate and select performance measurement standards best suited for them and that meet the needs of their workforce (Aguinis, 2009:77). Not all organisations are the same nor do they provide similar services, thus the employee performance measurement criteria should be derived from the nature of the organisation. One of the latest approach to measuring employee performance is the 360-degree appraisal (Hunt, 2005:10). According to Fleenor and Prince (1997:1), using the 360-degree appraisal, individuals get reviews from their co-workers,

supervisors, peers, subordinates and others. Armstrong (2006:103) states that there are several other ways of assessing employee performance and these include written assessments, forced distribution, forced ranking, quota system and visual assessments. Freeman (2002:34) argues that due to the fast changing work environments, public sector departments usually resort to quick methods of evaluation.

2.14 DETERMINANTS OF EMPLOYEE PERFORMANCE

Cronje, Du Toit, Motlatla and Marais (2003:223) state that there are three main determinants of employee performance in organisations. These are: the willingness to do the job (motivation), the capability of the employee to get the work done (ability) and the resources available (working conditions). In Figure 2.3 below, Khan (2009:107), illustrates a related version of the determinants of employee performance components.

FIGURE 2.5 DETERMINANTS OF EMPLOYEE PERFORMANCE



Source: Khan, A. (2007:107). Adapted.

As illustrated in Figure 2.3 above, Khan (2007:107) highlights that differences in individuals' performance is determined by three main variables, namely:

- **Willingness to Perform:**
This is the extent to which an individual shows the desire and willingness to exert effort towards the attainment of the expected job outcomes.

- **Capacity to Perform:**
This entails the degree that employees possess knowledge, experience and skills relevant to the job.

- **Opportunity to Perform:**
Regardless of whether individuals possess the willingness and capacity to perform, they can only be productive if they are given the opportunity perform. Kuvaas (2006:58) concurs that the availability of performance opportunities is an important determinant of employee performance. Kuvaas (2006:58) further states that talent management strategies such as creative assignments and on the job training can be the form in which employees are given the opportunity to perform.

Furthermore, Khan and Jabbar (2013:25) state that some of the determinants of employee performance are; the nature of the leadership, compensation and benefits, working environment and job stress and each of these four determinants are briefly discussed below.

Hailesilaisie (2009:240) argues that for determining organisational performance, leadership is the most important aspect. In order to evaluate, encourage and monitor the employee performance, good leadership is very critical (Khan and Jabbar, 2013:25). Robbins and Judge (2015:65) concur that the leadership plays an important role of casting down experience, skills, knowledge and their influence to their subordinates.

Mensah (2015:553) states that one of the major determinants of employee performance is compensation and the benefits that the organisation offer. Khan and Jabbar (2013:25) concur that employees will be motivated to perform better if they are satisfied with the compensation offered by the organisation.

According to Muda, Rafiki and Harahap (2014:74), suitable working conditions are imperative in order to enhance the output of employees. Moorhead and Griffin (2010:117) attest that the working conditions may influence employee performance in a negative or positive way. Cronje *et al.* (2003:223) highlight that in a favourable working environment, employees are motivated to express their attitudes in a positive way and to share their pleasant experiences. However, when the working conditions are unfavourable, employees tend to share their unpleasant experiences. Thus there is a direct relationship between the working environment and employee performance (Khan and Jabbar, 2013:25). Poor working conditions/environment also leads to an increase in labour turnover.

Khan and Jabbar (2013:26) highlight that job stress is inversely related to employees' performance. In other words, as a result of work pressure, there is an increase in employee stress leading to a decrease in employee performance. According to Muda, *et al.* (2014:74), job stress is as a result of an individual's inability to coordinate work resources and the demands of the job with personal abilities. Mensah (2015:554) argues that some organisations have very high expectations which the employees may not be able to meet. Hailesilaisie (2009:240) concurs that when the demands of the organisation are higher than the capacity of an employee to perform, the individual may not be able to cope, leading to stress. This will have a negative impact on the employee's performance (Crow and Haman, 2007:36).

Table 2.3 FACTORS INFLUENCING INDIVIDUAL PERFORMANCE

Relating to the individual	Relating to the organisation
Commitment to the organisation	Leadership
Personality	Structure of working units
Selection	Systems and procedures
Skills	Enabling support
Attitude	Empowerment
Ability	Opportunity to perform
Knowledge	Job design
Motivation	Rewards (pay and benefits)

Source: Kreitner, R. and Kinicki, A. (2007:271). Adapted.

According to Table 2.3 above, Kreitner and Kinicki (2007:271) concur that the leadership, skills, knowledge, motivation and opportunity to perform can also facilitate or hinder an individual's performance. Kreitner and Kinicki (2007:271) also add that rewards, selection, systems, procedures and other factors contribute to employees' performance. The key to outstanding performance is the retention of good and talented employees simultaneously increasing their job output (Crow and Haman, 2007:36).

2.15 CHALLENGES IN ENHANCING EMPLOYEE PERFORMANCE IN THE PUBLIC SECTOR

According to Crow and Hartman (2007:36), although organisations may find it challenging to improve employee performance and to maximise employee retention, it is the managers' responsibility to create an environment that will optimise the performance of its staff. Moorhead and Griffin (2010:117) state that for public sector departments to perform successfully in the long run, management should create jobs that optimise the organisation's requirements for productivity simultaneously motivating and satisfying the employees who perform the jobs. In conjunction with

talent management, there are number of methods managers can use to enhance employee performance (Mensah, 2015:554). George and Jones (2002:197) are of the opinion that for employees to perform effectively, the management of their performance should be made a day-to-day task. When employees are clearly informed and reminded of what is expected of them and are subsequently provided with feedback, they will perform more effectively.

2.16 TALENT RETENTION WITHIN THE PUBLIC SECTOR

Lepheana (2012:10) argues that retention is one of the most overlooked and misunderstood areas in human resources management. Most public sector organisations neither have retention departments nor individuals specifically responsible for monitoring retention (Allen, 2008:2). For organisations to remain competitive, they need to have a talented workforce who are committed to their work (Shao, 2013:11). The concept of retention is as a result of the fact that employees leave the organisation (Pillay, 2011:28). Lepheana (2012:10) suggests that retention incorporates everything an organisation does to ensure that highly talented productive individuals remain in the organisation. Lepheana (2012:10) argues that retention is one of the most overlooked and misunderstood areas in human resources management.

Singh (2014:114) defines retention as the ability to maintain a stable workforce, thus, it is the opposite of employee turnover. Allen (2008:3) states that retention refers to an organisation's ability to keep its employees from leaving. Maliku (2014:3) highlights that retention aims to keep individuals that perform well within the public sector department which entails to ensure that they are satisfied and motivated to stay in the organisation. Taylor (2003:6) states that the main five reasons indicated by highly talented individuals for staying in organisations include; the quality of the work the individuals perform, opportunities available for training and development, the organisation's reputation, climate and values, career/life balance and feedback and recognition by the leadership.

Hunt (2014:94) argues that it is pointless for organisations to go through the hiring process only to have the new employees joining the organisation quitting early in their tenure. James and Mathew (2012:80) recommend that for retention management to be successful and effective, an ongoing diagnosis of the causes and nature of turnover needs to be part of the organisation's human resources activities in public sector departments.

2.17 RELATIONSHIP BETWEEN TALENT MANAGEMENT AND EMPLOYEE RETENTION STRATEGIES

Oladapo (2014:19) argues that organisations are now faced with a challenge of addressing talent management and formulating retention strategies. According to Narayanan (2016:36), organisations are realising that it is not enough to focus only on attracting talented individuals, but just important to minimise their turnover. Longo (2014:1) states that talented employees are regarded as a major source of organisational efficiency and effectiveness thus, emphasising the importance of retaining them. Oladapo (2014:20) states that employee retention practices and talent management are not mutually exclusive. Simultaneously implementing talent management and retention strategies helps attract and retain highly talented employees (Longo, 2014:1). Talent management and employee retention are highly related practices but are however different (Longo, 2014:19). Isfahani and Boustani (2014:18) highlight that ensuring that talent management is implemented effectively in organisations improves the employee retention rate.

2.18 FACTORS INFLUENCING EMPLOYEE RETENTION

According to Mengel (2001:5), due to the competitive job market, employee retention has become of concern to many organisations especially those in the public sector. The higher skilled the employees, the greater the demand for their services, thus there are many opportunities for talented employees (Shao, 2013:1). There are a numerous

factors influencing employee retention (Das and Baruah, 2013:9). These include the employee benefits, performance management, size of the organisation, communication, support by management and other factors (Pillay, 2011:30). Each of the factors identified by Pillay (2011:30) are discussed below.

2.18.1 Employee benefits packages

According to Hope and Patrick (2007:1), by offering employee benefits, an organisation is likely to reduce the probability of an employee leaving in a given year by 26.2 percent and increases the probability of staying an additional year by 13.9 percent. This shows that offering benefits improves employee retention. Shao (2013:11) highlights that benefit packages differ from organisation to organisation and they come in the form of financial and non-financial benefits. Thanasirisate, Suvattanadilok and Rojniruttikul (2013:131) state that offering attractive benefit packages, help retain talented employees who are a vital asset of the organisation. Offering employee benefits also positively impact on the performance of individuals on their jobs.

2.18.2 Communication

Pillay (2011:31) states that management have to become conscious of the importance of collecting and sharing information with their subordinates. It is important to inform and empower employees on their jobs by means of clear standards and relevant information. This will also enhance the effectiveness of the work performed. Thus, there should be open communication between all parties in the employment relationship to ensure employees are motivated to carry out tasks assigned to them effectively. Employees also feel engaged and they see the need to be loyal and remain in a public sector department when there is effective communication (Pillay, 2011:32).

2.18.3 Performance management

Harris and Williamson (2008:12) postulate that productivity can be improved simultaneously reducing employee turnover if there is employee commitment which is usually gained through positive workplace culture, attention to the job satisfaction and reward of staff, and through clearly communicating performance expectations and actual results with all employees. According to Garg, *et al.* (2013:15), performance management ensures that the performance of employees is constantly measured against the performance expectation. This encourages employees to improve on the performance gaps and once individuals understand how their performance is contributing to the public sector department, they are committed to stay in the organisation.

2.18.4 Size of the organisation

Kirschenbaum and Mano-Negrin (1999:1252), found that the size of the organisation is vital, in the improvement of employee retention. They were able to provide evidence on the negative impact of organisational size as well as the positive impact of organisational competition on actual employee turnover behaviour. The availability of internal organisational opportunities in public sector departments for the advancement of employees has a positive impact on reducing actual turnover (Ulrich and Smallwood, 2011:35).

2.18.5 Training of employees

Investing in the training of the workforce is a very important factor affecting employee retention (Irshad, 2011:89). Irshad (2011:89) adds that public sector departments usually channel their resources to employees that are regarded as talent. Nyanjam (2013:18) argues that training is a sign of organisational commitment to employees and it makes them feel valued, thus it must be provided to every individual. Shakeel and Sahar (2015:33) state that training also enables employees to understand what is required of them on the job hence motivating them to stay. Irshod (2011:89) concludes

that the higher the volume of training provided to employees the lower the turnover rate.

2.18.6 Supervisor support

According to Shakeel and Sahar (2015:34), the nature of the relationship between the supervisor and the employee plays an important role on retention. Mengel (2001:5) highlights that the face of the public sector departments to the employees are the supervisors as they directly interact with them. If the supervisors have good relations with their subordinates and support them, employees are less likely to leave the organisation and vice versa (Nyanjam, 2013:18). Employees who receive encouragement and regular feedback from their supervisors will be motivated to improve their performance as well as to stay in the organisation (Das and Baruah, 2013:9).

2.19 REASONS FOR LABOUR TURNOVER

Singh (2014:9) reports that one of the biggest challenges currently faced by numerous organisations is high labour turnover. This has proven to be problematic due to the costs that organisations encounter. According to Mengel (2001:32), about 80% of labour turnover is as a result of poor hiring and selection, thus inadequate talent management practices. Harris and Williamson (2007:87) state that new employees and long-term employees usually have different reasons for leaving the organisation. With new employees, turnover is usually as a result of poor induction and orientation, counter-offers, mismatch between the experience at the workplace and the expectations of the employee (Joubert, 2003:31). Hunt (2014) argues that the staffing department should actively work with other human resources department such as compensation, performance management and employee development to ensure that the employer brand being promised to potential candidates during the recruiting process is fulfilled after the individuals are hired. Ahlrichs (2000:156) adds that, on

the other hand, long term employees leave their organisations for different reasons which include:

- A mismatch between performance and pay.
- A lack of growth and advancement opportunities for employees.
- Unrealistic and unclear expectations from management.
- The job being regarded as unimportant.
- Individuals feeling that their abilities are underutilised.
- Individuals feel unappreciated.
- A feeling that there is no support from management and limited resources are allocated.

Ghansah (2011:20) concurs with Harris and Williamson (2007:87) that there are various factors which cause people to leave an organisation which include; a lack of control over one's work, job insecurity, better working conditions and compensations offered elsewhere, repetitive tasks and little to no new challenges, poor organisational performance raising questions about its future.

2.20 EMPLOYEE RETENTION STRATEGIES

Shao (2013:10) defines retention strategies as practices employed by the organisation to prevent talented individuals from leaving. Maliku (2014:3) states that retention strategies are measures taken to ensure that employees are motivated to remain in the organisation for the maximum period of time. Maliku (2014:4) further states that for retention to be successfully implemented, the organisation has to understand employee needs and expectations. By understanding why employees leave the organisation, retention strategies can be formulated accordingly to reduce turnover (Tanton, 2007:35). According to Shao (2013:10), one of the biggest challenges faced by organisations is the retention of employees, especially the talented ones since there is high demand for them across industries. Hence, measures should be taken to put in place suitable and appropriate retention strategies to ensure that talented

employees become loyal to the organisation (Maliku, 2014:4). Kunako (2015:15) affirms that talent retention strategies help retain the best individuals and understanding why employees leave is the first step in getting them to stay. Some of the retention strategies that can be incorporated are depicted in Figure 2.6 below and a discussion on each follows:

FIGURE 2.6 RETENTION STRATEGIES



Source: Self-generated

2.20.1 Financial rewards

Jobuert (2003:136) states that this is also referred to as the provision of an attractive remuneration package. Not only does the provision of good financial incentives fulfil financial and material needs, but also, it has a social meaning (Muteswa and Ortlepp, 2011:16). However, other researchers are of the opinion that, the significance of financial rewards on the retention of employees vary as per individual (Ghansah, 2011:25). According to research by the Institute for Employment Studies (1997), out

of the people who left their jobs at selected public sector departments, only 10% stated that it was influenced by their dissatisfaction with the financial rewards. Even though numerous researchers may argue that financial rewards are not a good motivator, it is still one of the most common strategies used by organisations to achieve loyalty by employees (Deery and Jago, 2015:463). Lepheana (2012:29) states that this is so because employees associate the income or remuneration to how they are worthy to the organisation. Davis, Cutt, Flynn, Mowl and Orme (2012:18) highlight that due to the fact that talented employees are rare to acquire, they should be regarded as valuable assets and to retain them within the organisation, the pay rates should reflect the standard market rates.

2.20.2 Career investments

Davis, *et al.* (2012:16) suggests that it is important for public sector departments to show that they are interested in making investments in their employees. According to Tanton (2007:36) such investments will be to aid individuals as their career path develop to attain more relevant knowledge and skills. Just as employers expect the workforce to invest their best performance to the organisation, they also need to show the employees that they will reciprocate by a comparable investment in the development of their careers (Ngobeni, 2010:39). Joubert (2003:29) states that if this is the case, both sides of the employment relationship will benefit as the talented employees would be motivated to stay in the organisation and ultimately the organisation benefits from superior performance by retaining such individuals.

2.20.3 Organisational loyalty

Shao (2013:13) emphasises that organisational loyalty is earned and not bought by high salaries and extensive benefits. According to Davis, *et al.* (2012:17), most high performing organisations have a high retention rate not because of paying employees premium salaries but, individuals stay in the organisation because of reasons other than financial incentives. Tanton (2007:38) highlights that to build organisational loyalty employers need to show that they value their employees and are willing to

invest in them the same way the employees contribute towards the overall success of the organisation, thus they should implement effective talent management and retention strategies. Iqbal, Tufail and Kodhi (2015:1) argue that when employees become loyal to the organisation, even if they are competent enough to get a job elsewhere, they will choose to stay in the organisation. According to Shongwe (2016:9), organisational loyalty as a retention strategy aims to develop loyal individuals because this results in a lengthy tenure. Employees that have worked in the organisation for long are usually very valuable as they become faithful and true to it and possess skills and competencies acquired over time (Lepheana, 2012:30).

2.20.4 Employee opinion surveys

Joubert (2003:33) states that organisations should develop a questionnaire for the purpose of determining the employees' opinions with regards to work related issues. For employees to give an honest and objective account, the survey should be conducted on an anonymous basis (Tanton, 2007:34). Khan and Jabbar (2013:14) attest that questions should include possible reasons for leaving the public sector so that management can formulate retention strategies to prevent turnover. These questions can reveal issues of concern as well as the public sector department's strength and weaknesses (Ghansah, 2011:13).

2.20.5 Exit interviews

One of the most effective talent retention strategy is to determine why employees leave in the first place (Kunako, 2015:14). This information can be obtained from employees when they are leaving the public sector department. According to Joubert (2003:32), when a key talented employee notifies the organisation about their intention to leave, the immediate manager should quickly act in order to determine the reason and if possible, act decisively to try and retain the individual. If this is not successful and the individual pursues their intention to leave the public sector department, an exit interview should be conducted (Joubert, 2003:33). Chin (2008:89) states that the exit interview is a very valuable tool for acquiring vital information and it should be

conducted by a neutral person asking the same questions to all employees resigning so as to develop comparable data.

2.20.6 Internal promotion

According to Das and Baruah (2013:11), there is a positive relationship between job satisfaction and promotion which directly impact employee retention. Shongwe (2016:9), attests that talented individuals seek growth opportunities through career advancement and are motivated to stay in a public sector department which enables them to rise in their career ladder. The availability of growth opportunities such as promotions encourage employees to perform outstandingly as there will be an anticipated return for their performance.

Herman and Gioia-Herman (2001:35) recommend that in order to retain talented employees public sector departments should give individuals a cash bonus to spend on a holiday arranged by the organisation. Furthermore, Herman and Gioia-Herman (2001:35) add that public sector departments should remember and honour special occasions for example, having a policy that every employee gets free lunch and a gift on their birthday and also, provide childcare facilities for employees who are parents at the organisational premises, paid for or at least partly subsidised by the organisation.

2.21 THE NEED FOR RETENTION STRATEGIES

Bluen (2013:127) states that due to the increasing demand for the limited supply of talented individuals, employee turnover rates have now increased drastically. According to Joubert (2003:1), organisations need to realise that the retention of employees is just as important as their recruitment. Human resources personnel go through a lot of hard work to attract, hire, train and develop staff hence their retention should be a major priority (Net, *et al.*, 2011:44). Tufail and Kodhi (2015:1) argue that in most cases, organisations do not realise the value of what is walking out until it is too late. Therefore, implementing retention strategies to minimise labour turnover

impact on the overall organisational success (Ghansah, 2011:19). Research by Bluen (2013:127) group the need for retention strategies in 6 key areas as depicted in Table 2.4 below:

Table 2.4 THE NEED FOR RETENTION STRATEGIES

Retaining knowledge of competencies
Retaining a scarce resource
Retaining an expensive investment
Retaining the tacit knowledge worker
Retaining organisational stability
Retaining the future leadership

Source: Bluen (2013:127). Adapted.

These 6 keys areas are identified in Table 2.4 are discussed below:

2.21.1 Retaining knowledge of competencies

According to Woodruffe (1999:27), employees need to be regarded and treated as permanent rather than organisational contingent staff if the organisation is to retain the benefits of any firm-specific knowledge or capabilities that they may develop. Thus, retention should be regarded as a vital component of the organisational strategy (Joubert, 2003:33). Chin (2008:89) argues that public sector departments lose the

knowledge of its competencies if there are no retention strategies in place. Shao (2013:14) emphasises that it is important for organisations to retain employees who have the needed competencies as they take time to build. As a result of employee turnover, not only do organisations lose skills and competencies, but also, they lose the talented employees to other competing organisations in the private sector (Lockwood, 2016:12).

2.21.2 Retaining a scarce resource

Fitzgerald (2014) states that in most organisations, only a very small proportion of the workforce is usually able to acquire and deliver the organisation's unfolding competencies. Thus, the organisation needs to identify these individuals and put in place strategies to retain them (Kunako, 2015:14). According to Bluen (2013:127), one of the major drawbacks public sector departments are encountering with regards to growth is finding and retaining talent and a lack of management capabilities. High performance talented individuals are regarded as a scarce resource as the demand for such personnel outweighs the supply.

2.21.3 Retaining an expensive investment

According to Tufail and Kodhi (2015:1), organisations encounter high costs associated with the recruitment, training and development of employees. Hence, there is a need for retention strategies so that public sector departments can reap from the returns from the investment they made in acquiring and training people (Joubert, 2003:33). Ghansah (2011:20) highlights that organisations also benefit from the improved efficiencies and skills gained from the individuals. It is argued that with the average employee, it takes at least a year's employment before the investment in them yields significant returns. Employees that have been to training programmes and have been in public sector departments for long are more likely to perform effectively, thus measures should be put in place to retain them (Singh, 2014:34).

2.21.4 Retaining the tacit knowledge worker

Lepheana (2012:69) argues that the success of public sector departments and the ability of employees to perform their work accordingly is directly depended on tacit knowledge. According to Smith (2011:314), tacit knowledge is obtained from personal experience and it is based on practice which in the case of employees is the knowledge they obtain from working for the organisation. Singh (2014:34) highlights that in an organisational context, it covers what needs to be done, when, how and where to do it. For public sector departments to perform effectively, every new employee has to acquire the knowledge required to carry out the job functions (Smith, 2011:314). Ellis (2015:14) argues that employees also have to understand the organisation's climate and culture which enables them to fit in with the established organisational norms and practices. It takes a lot for an employee to get to this point, thus, it is an investment which goes to waste if an employee leaves the organisation. Furthermore, the whole process has to be repeated for the new employee (Gansah, 2015:1).

2.21.5 Retaining organisational stability

According to Tanton (2007:35), organisational stability is enhanced when there is retention and is also fundamental for learning and effective performance. Taleo (2012:2) argues that a high turnover of employees causes instability and chaos in the public sector with regards to service delivery. Chin (2008:89) indicates that people in the supply chain and other stakeholders lose their point of contact which to some extent affects the operation of the public sector departments and individual employee performance. If not addressed the leaving of employees can lead to further turnover from other employees as the morale among staff shifts towards leaving. Thus, there need to be retention strategies put in place to avoid such (Ellis, 2015:14).

2.21.6 Retaining future leadership

Quick and Nelson (2011:23) state that for organisations to remain competitive in the long run, there is a need to put in place measures to retain potential future leaders. Tan (2007:86) highlights that human resources personnel need to realise that they do not only need to retain people for immediate reasons, but they should also plan for the organisation's long-term leadership. Drotter (2010:11) argues that if this is not done, organisations will be at the risk of arriving at the future with the leadership lacking in number. If there are no retention strategies to retain future leaders, the public sector departments will lose their investment in the development of such talent and may also be unable to employ high quality staff when they are needed in the organisation (Haid, 2012:445).

2.22 KEY PRACTICES TO BE CONSIDERED WHEN IMPLEMENTING RETENTION STRATEGIES

Taleo (2012:2) highlights that due to constrained economic conditions globally, there is an increased need for organisations to retain their most competent talent so as to minimise costs, concurrently increasing productivity. It is vital for leaders to formulate appropriate retention practices as poor talent retention leads to a substantial decline in organisational resources (Balakrishnan and Vijayalakshmi, 2014:70). According to Taleo (2012:3), there are six key practices that organisations should keep in mind when implementing retention strategies which are depicted in Table 2.5 below with a discussion of these practices thereafter.

TABLE 2.5 KEY PRACTICES TO BE CONSIDERED WHEN IMPLEMENTING RETENTION STRATEGIES

Recruiting and selecting the most suitable candidates from the beginning
Improving line management capability
Providing employees with constant feedback on clearly defined goals
Empowering individuals to manage their own careers
Proactively driving talent mobility
Continuously measuring and improving retention strategies

Source: Self-generated

To retain top performers, the organisation should have recruited and selected the right individuals in the first place. According to Hunt (2014:65), these individuals will contribute meaningfully to the success of the organisation. In addition, individuals who perform well and are suitable for the position will be motivated to stay in the organisation (Bhatia, 2015:6). Taleo (2012:3) states that once an individual is hired, most of the accountability and responsibility for talent retention shifts from the human resources manager to the line manager. Berger and Berger (2011:124) argue that talent management practices should be embedded in all organisations to best equip managers to manage and retain their talent effectively. According to Newhall (2015:60), employees are motivated to stay in the organisation when they understand how they contribute to its success. Hunt (2014:56) concurs that every individual needs

to be familiar with the organisation's goals as they outline what employees should achieve. Employees are motivated if they get frequent feedback on their performance (Kenelly, 2012:52).

Kumaran (2015:54) states that oftentimes, employees start contemplating career planning only when they are dissatisfied with their current job situation. This dissatisfaction usually leads to voluntary turnover (Taylor, 2003:6). According to James and Mathew (2012:80), high potential individuals always seek new challenges and opportunities to grow their careers. Taleo (2012:3) highlights that employee mobility should be enhanced through internal promotions and lateral redeployment. According to Ulrich and Smallwood (2011:35), career progression is one of the best practices to reduce labour turnover. Not only does internal redeployment increase retention, but also, it reduces costs and improves employee performance (Singh, 2014:9). Harris and Williamson (2007:87) state that to improve the effectiveness of the retention strategies, they need to be constantly evaluated. Organisations need to assess the current retention practices with combined data on talent management activities in order to improve the future practices (Mengel, 2001:32).

2.23 CONCLUSION

This chapter discussed issues regarding talent management, employee performance and retention strategies. Different views of various researchers were addressed. The concept of talent management was clarified. The literature confirms that talent management has an impact on employee performance and retention strategies. The next chapter explores the research design and methodology.

CHAPTER 3

RESEARCH METHODOLOGY AND DESIGN

3.1 INTRODUCTION

The previous chapter reviewed the literature with particular attention to talent management, employee performance and retention strategies. Zikmund, Babin, Carr and Griffin (2013:4) state that research is conducted to provide more knowledge and to formulate recommendations for problems existing in an organisation, economy, market or any area of interest. Sekeran and Bougie (2013:7) postulate that the aim of any study is to build theories based on the findings thereof. Byrne (2016:1) concurs with Sekeran and Bougie (2013:7) that research is used for reaffirming findings from previous studies, providing solutions to existing or new problems, developing new theories or supporting existing theories. This chapter provides a detailed outline of the research methodology used for collecting data for the study. Areas covered include the data collection methods, research design, target population and data analysis. The quantitative research method was used for this study with the aim of determining the impact of talent management on employee performance and retention strategies at Masvingo City Council in Zimbabwe.

3.2 PRINCIPLES OF RESEARCH DESIGN

Creswell and Plano Clark (2011:53) define research design as an all-encompassing term referring to how information is collected, evaluated and interpreted for the purpose of addressing the research questions. Mouton and Babbie (2009:74) further state that research design refers to how individuals conducting the research will carry out the study and it provides an outline to be followed by the researcher. According to Kuada (2012:57), measures aimed at minimising bias should be employed; whilst

Williams (2006:1) states that there are various methods of designing the research and the most suitable one should be selected for a particular study. Therefore, the research objectives and questions will determine the design of the research. In addition, Prozesky (2002:75) states that quality should not be compromised as the aim of the research is to provide valid and accurate findings, thus minimising bias. Zikmund *et al.* (2013:64) further highlight that once the research problem has been formulated and outlined, the researcher should develop a research design, providing a plan of action for the research.

3.3 TYPES OF RESEARCH DESIGNS

Zikmund *et al.* (2013:64) argue that there is no single or most suitable research design. The three types of research design are the mixed research method, quantitative research method and qualitative research method (Morgan, 2014:45). A brief explanation of each of these research designs follows.

3.3.1 Qualitative research design

According to Blaxter, Hughes and Tight (2006:64), the qualitative research method is administered through the collection and evaluation of information in different forms, mainly non-numeric. Leedy and Ormrod (2005:94) state that one major aim of qualitative research is to respond to complex questions which may require participants to describe and explain. Zikmund *et al.* (2013:132) highlight that the qualitative research method normally employs observations, document reviews and interviews. This research method gives the researcher a broader perspective of a cultural or social phenomenon. Sekeran (2003:87) concurs that the focus of qualitative research is a phenomenon that statistics cannot adequately describe.

3.3.2 Quantitative research design

Creswell (2003:155) defines quantitative research as the systematic measurement and collection of numeric data to determine the relationship between research and theory. Zikmund *et al.* (2013:135) attest that this research method normally employs the use of questionnaires or some form of structured observation. Fox (2010:7) concurs that the data is presented in numerical form. The data collected using the quantitative research method is usually quantifiable (Rasinger, 2014:10). According to Leedy and Omrod (2005:94), the quantitative research method is used to clarify the relationship between independent and dependent variables, with the aim of explaining the phenomena. Sekeran (2003:87) refers to quantitative research as an investigation into a problem identified on the basis of tested and relevant theory, measuring with numbers and analysing using statistical techniques. The aim of quantitative research is to understand a human or social problem from multiple perspectives (Hussey and Collins, 2007:56). Creswell (2003:155) highlights that the data is usually analysed by the use of graphs, charts and tables in relation to the hypotheses. This method is ideal as it is cost effective compared to other research methods (Zikmund *et al.*, 2013:135). The quantitative research method was used in conducting this study.

3.3.3 Mixed method research design

Zikmund *et al.* (2013:229) postulate that the mixed method research design employs both the quantitative research design and the qualitative research design for the collection and analysis of research data. The method uses a combination of questionnaires and interviews for the data collection process, thus the study is both quantitative and qualitative in nature (Dornyei, 2014:35). O'Leary (2014:122) argues that using only the quantitative research design or the qualitative research design has its merits and limitations, thus the mixed method research design aims to close this gap.

3.4 PRIMARY DATA

Bless and Higson-Smith (2000:156) define primary data as data which the researcher collects with the intention of directly responding to the research problems and questions. Saunders, Lewis and Thornhill (2009:280) state that questionnaires and interviews are the primary data collection methods commonly used. According to Sekeran and Bougie (2013:14), the data collected will be unique to the particular study under investigation. Adam (2009:1) asserts that primary data refers to data that is collected first hand by the researcher. Gray (2009:337) argues that questionnaires are the most commonly used primary data gathering method. Gray (2009:337) attests that a set of guidelines to standardise the data collection process must be put in place, irrespective of the method employed. A structured closed-ended questionnaire was used for the purpose of this study (Annexure B).

3.5 SECONDARY DATA

According to Sekeran and Bougie (2010:184), data gathered by any individual other than the researcher conducting the study is known as secondary data. It is information gathered from existing sources from previous research. Zikmund *et al.* (2013:160) state that secondary data refers to data that has been collected previously by other researcher for purposes other than the one at hand. Sekeran (2003:75) argues that secondary data is cheaper and easier to obtain than primary data. Walliman (2001:198) postulates that the most popular secondary sources are; textbooks, academic journals, unpublished dissertations, government publications and online sources.

Kothari (2004:111) asserts that it is important to ensure that the researcher select a secondary data source that is relevant, adequate and reliable. For the purpose of this study, textbooks, academic journals, unpublished dissertations and media articles were used.

3.6 TARGET POPULATION

Wellman and Kruger (2005:52) state that a target population is defined as a group of possible respondents that can be used for the purpose of a research study. The target population is the number of people that are of interest to a researcher (Rasinger, 2014:24). According to Nueman (2011:24), it is important that every researcher knows the exact size of the total population. The conclusion for the research is drawn from the findings based on the target population (Gorard, 2013:159). For this study, the target population was obtained from the Human Resources Department at Masvingo City Council in Zimbabwe. This comprised all employees who were on a professional career path in the different disciplines within Masvingo City Council. Masvingo City Council employs a total of 82 professionals. However, 10 professionals were used for the pilot study. Thus, the remaining 72 professionals made up the target population.

3.7 SAMPLING TECHNIQUES

Sampling is a systematic process whereby the researcher identifies and selects the right individuals to form part of a research from the sampling frame which represents the whole population (Struwig and Stead, 2009:109). Fox and Bayat (2007:54) highlight that representatives selected for the sample should include all the elements of the entire universe. Every individual from the entire population should have an equal chance of being selected to form a part of the sample. Zikmund *et al.* (2013:66) state that as a result of sampling, the researcher can gather data from a smaller group that can be generalised to the entire universe. Non-probability and probability sampling techniques are the two main categories that a researcher can select from (Struwig and Stead, 2009:109).

3.7.1 Probability sampling

Zikmund *et al.* (2013:392) state that probability sampling is a technique of sampling where every element of the target population has a non-zero chance of selection. According to Neuman (2011:241), probability sampling is very accurate and efficient and there are less costs associated with it.

3.7.2 Non-probability sampling

In non-probability sampling, not every member has an equal chance of being selected as the elements of the sample are selected based on convenience or personal judgement (Vehovar, Toepoel and Steinmetz, 2016:18). According to Cooper and Schindler (2003:198), the selection from the non-probability sampling techniques is usually biased and not representative of the target population. This sampling technique is most suitable for a target population which is relatively small (Neuman, 2011:243).

Since the target population was relatively small for this study, the survey method was used and each element formed part of the target population. Thus, there was no need for the selection of a sample.

3.8 SURVEY METHOD

Fox and Bayat (2007:87) state that the survey is a study where the entire population is used as potential respondents, as opposed to the use of sampling techniques where a sample of the population is selected. Denscombe (2016:2) highlights that the survey method is one of the most popular approaches to social science research. In most cases, questionnaires are utilised when collecting information using the survey method (Creswell and Piano Clack, 2011:155). However, Francis (2012:14) argues that other data collection instruments such as interviews and observations can also be used to conduct a survey. For the purpose of this study, the survey method was used as the

entire population was small and comprised of 72 respondents at Masvingo City Council.

3.9 QUESTIONNAIRE CONSTRUCTION

Zikmund *et al.* (2013:334) attest that it is important for a questionnaire to be properly constructed before it is administered to respondents. Francis (2012:23) concurs that for the research to yield reliable and valid output, the questionnaire must be adequately constructed. Thomas (2013:207) defines a questionnaire as a list of questions compiled by a researcher for the purpose of primary data collection for a particular study. The selected respondents personally complete the questionnaire and it is important for the researcher to be available or reachable should the respondent(s) need any clarity (Denscombe, 2010:326). The researcher should ensure that the questionnaire contains instructions to the respondents directing them on how to complete the questionnaire and any other important information. The researcher needs to pay attention to the organisation, sequencing and writing of questions when designing a questionnaire (Struwig and Stead, 2013:93).

3.9.1 Characteristics of a good questionnaire

Somekh and Lewin (2011:224) argue that the use of a questionnaire provides the researcher with an economic data collection method to obtain information from the respondents in a consistent manner. Zikmund *et al.* (2013:350) postulate that a questionnaire that is adequately designed must be properly worded. Payne and Payne (2004:186) concur that to enable the respondent to understand and respond effectively, the questionnaire should be worded properly. The researcher should strategically select the questions that will form part of the questionnaire in order for the results to be suitable for the study (Zikmund *et al.*, 2013:345). According to Sekeran and Bougie (2013:149), it is also vital for the researcher to ensure that the appearance of the questionnaire is up to standard. Maree (2003:108) states that a good questionnaire is measured in terms of feasibility, validity, reliability and suitability to

the study. Bourque and Fielder (1995:17) argue that a questionnaire must not be too long, but rather short and precise. Zikmund (2003:196) asserts that a good questionnaire has clear instructions to the respondent and important terms should be defined. In this study, these factors were considered in the designing of the questionnaire. The researcher ensured that the questions were simplified and relevant to the study.

3.9.2 Advantages of a questionnaire

According to Denscombe (2010:170), the use of questionnaires provides the respondent with standardised responses ensuring uniformity. Durant and Chantler (2014:112) argue that the use of questionnaires is not only economic in terms of obtaining data from the target population, but also saves money as data can be analysed statistically. Sekeran and Bougie (2010:212) highlight that the anonymity and confidentiality of the respondent is guaranteed when a questionnaire is used. Sekeran and Bougie (2010:212) further add that questionnaires enable respondents to take their time to respond at their best convenience. Questionnaire are also ideal as they can be used to reach a large target population.

3.9.3 Disadvantages of a questionnaire

Sekeran and Bougie (2010:212) state that target respondents may be reluctant to complete the questionnaire as the researcher will not be present to monitor the questionnaire completion process. This may end up being time-consuming if the researcher has to put in place follow-up procedures for late responses. Denscombe (2010:170) highlights that in some cases, respondents will not be willing to participate in the study. Denscombe (2010:170) further argues that the honesty of the responses is difficult to measure. Durant and Chantler (2014:112) postulate that questionnaires do not enable respondents to clarify questions that may be confusing or that they would want to expand on.

3.9.4 An overview of the final questionnaire

For this study, the questionnaire was made up of two sections. In total, the questionnaire consists of 34 questions/statements broken down into. Section A consists of biographical and demographic questions related to the respondent. Section B is divided into three subsections addressing questions on talent management, employee performance and retention strategies respectively. Section B consists of a 5-point Likert scale. The questionnaire also included a covering letter (Annexure A) which outlined to the respondent the purpose and importance of the study.

3.9.5 Covering Letter

The questionnaire also included a covering letter (Annexure A) addressed to the respondents. The covering letter gives a brief outline of the aim of the study, the nature of the study and the importance of the study. To reinforce the response rate, the researcher ensured

3.10 VALIDITY AND RELIABILITY OF THE MEASURING INSTRUMENT

To evaluate the effectiveness of the data collection instrument, validity and reliability are measured or considered. (Zikmund *et al.*, 2013:301). Validity is measured in terms of accuracy, while reliability is measured in terms of consistency (Creswell, 2003:37). Cooper and Schindler (2006:318) report that reliability and validity are important attributes that all measuring instruments have to possess. Cooper and Schindler (2006:318) further posit that the main objective of any research study is to present findings and recommendations to a problem identified, emphasising the importance of the reliability and validity of the questionnaire. Zikmund *et al.* (2013:305) assert that validity and reliability are not the same, however, they are closely related. Gaur and Gaur (2009:31) attest that validity and reliability are the most crucial aspects of precision.

3.10.1 Validity

Zikmund, *et al.* (2013:303) state that to ensure that research findings are valid, the research techniques, approaches and methods must be appropriate. Gray (2009:155) defines validity as the extent to which an instrument measures what it purported to measure. It is also measured in terms of the truth of the information collected and the findings that are produced (Singh, 2007:109). According to Wilson (2014:109), validity takes the following four different forms, namely:

- Content Validity - this is also referred to as logical validity. It refers to the representativeness of the questionnaire and is usually measured by the pilot study (Cooper and Schindler, 2006:318).
- Face Validity – it is used to establish whether or not the measuring instrument is believed to measure the items it appears to be measuring (Sekeran, 2003:68).
- Construct Validity – this refers to the degree to which an instrument measures a specific construct/trait, for instance, attitudes and abilities (Zikmund *et al.*, 2013:304).
- Criterion Validity – this refers to the extent to which the instruments selected correlates with another similar or established indicator of the concept. The indicator employed is compare with another indicator to ensure validity (Bolarinwa, 2015:212).

3.10.2 Reliability

Babbie, Halley, Wagner III and Zaino (2013:16) define reliability as the extent to which a measuring instrument produces similar results on more than one occasion. Punch (2005:95) concurs that reliability refers to the extent to which the same measurement technique produces the same results for repeated trials. If the same test is

administered at different trials, the results should be the same (Babbie, 2009:152). According to Welman, Kruger and Mitchel (2005:145), reliability questions the credibility of a study's findings. The measuring instrument must produce findings that are accurate and consistent (Welman *et al.*, 2005:145). Kuada (2012:114) highlights that reliability is concerned with the measuring instrument's accuracy, adequacy, stability, dependability and consistency over time. Reliability of the questionnaire (Annexure B) was ensured by re-wording some of the questions after conducting the pilot study to eliminate any ambiguities. According to Gray (2009:159), reliability can be indicated in one of the following ways:

- Stability Reliability – which is also known as test-retest reliability measures the extent to which the data collection instrument produces consistent findings at different occasions.
- Internal Consistency Reliability – this is concerned with the degree to which items on the measuring instrument measures the same thing. In this case, two or more of the same concepts are taken concurrently and thereafter compared to determine if they yield the same results.
- Equivalence Reliability – this determines whether or not the measuring instrument produces consistent findings across various groups of respondents.
- Inter-rater Reliability – this measures the extent to which a measuring instrument produces consistent results after several people evaluate.

3.11 THE PILOT STUDY

When a researcher is conducting a study based on self-completed questionnaires, it is very important that a pilot study is conducted. According to Gray (2009:227), a pilot study aims to determine if the questionnaire is formulated adequately. Saunders *et al.*

(2009:212) concur that the aim of the pilot study is to test if questions on the questionnaire are clear to the respondents and to determine if the information obtained meets the expectations of the researcher. Walliman (2011:191) defines a pilot study as a test administered to a smaller population on individuals that are not part of the target population. This is done in order to assess if the questions of a questionnaire are appropriate (Walliman, 2011:191). Zikmund *et al.* (2013:231) state that the purpose of the pilot study is to eliminate and minimise inconsistencies and ambiguity in the questionnaire. A pilot study also indicates to the researcher the duration taken to complete the questionnaire (Welman and Kruger, 2003:143). Blass and Higson-Smith (2004:52) highlight that when problems and faults in any aspect of the questionnaire are identified through a pilot study, it gives room for the researcher to address and amend them before administering the questionnaire on a large scale to the full target population. The respondents selected for the purpose of the study should have similar characteristics as those of the target population. This will ensure that the respondents will not have challenges when completing the questionnaire (Saunders *et al.*, 2003:309). The researcher administered questionnaires to ten randomly selected individuals who were not part of the target population. Based on the feedback from these respondents, the researcher revised and made corrections to the questionnaire. Thereafter, the researcher administered the questionnaire to the target respondents. The results of the Cronbach Coefficient Alpha Test for reliability for the main variables, namely, talent management, employee performance and retention strategies and the overall result is depicted in Table 3.1 below:

TABLE 3.1 CRONBACH'S ALPHA FOR THE PILOT TEST

Aspect	Cronbach's Alpha for Talent Management	Cronbach's Alpha for Employee Performance	Cronbach Alpha for Retention Strategies	Overall Cronbach's Alpha
Alpha	0.844	0.708	0.829	0.866

According to Giddings (2006:200) the Cronbach's Co-efficient Alpha technique is used to measure the measuring instrument's reliability. Tavakol and Dennick (2011:53) state that The Co-efficient Alpha technique measures the internal consistency of a set of items to examine the extent of correlations. The resulting Co-efficient is shown in numeric form ranging from 0 to 1. A score of 0.6 is considered reliable and the closer to 1 the correlation is, the higher the internal consistency (Giddings, 2006:201), as shown in Table 3.1. Table 3.1 illustrates the Cronbach's Alpha values for the three main variables in Section B of the questionnaire (Annexure B) conducted during the pilot study. A high reliability score of 0.866 of the overall Cronbach's Alpha test was obtained from the pilot study.

3.12 DATA COLLECTION METHODS

According to Denscombe (2010:152), the researcher must select a data collection method most suitable for the particular study. Maree (2009:156) notes that every method has its benefits and drawbacks. Selecting the most convenient method is a very crucial aspect of the research design as it will directly impact how the data will be collected (Cooper and Schindler, 2003:87). Prowright (2011:17) states that there are numerous data collection methods that a researcher can select from and the researcher must identify the most appropriate method for the task at hand, as indicated below:

- Telephone interview: This is an interview conducted via a telephone conversation. An experienced interviewer asks the participant selected questions and records the answers.
- Observation: This is when the researcher or an individual trained and qualified for the task visits the place where the target population is based and observes. The researcher will take down details on the observation.

- Postal method: In this method, the researcher sends the questionnaires to the respondents by post. The questionnaires are returned to the researcher via mail and the onus is on the researcher to ensure that means have been provided for the respondents to send back the questionnaires.
- Face-to-face survey: In this case, professional individuals with interviewing skills formally meet participants for questioning and they record the responses.
- Electronic mailing: The researcher electronically mails the questionnaire and instructions to the respondents.
- Personal methods: This entails the researcher personally administering the questionnaires by distributing them and collecting them from the respondents after completion.

In addition, Sharma (2010:145) outlines the criteria and techniques for 3 of the data collection methods each with its aligned criteria of pros and cons as shown in Table 3.2 below:

TABLE 3.2 CRITERIA AND DATA COLLECTION TECHNIQUES

No	CRITERIA	PERSONAL METHOD	TELEPHONE INTERVIEW	MAIL SURVEY
1	Cost	Most expensive	Intermediate	Least expensive
2	Speed	Slowest	Fastest	Intermediate
3	Accuracy	Most accurate	Least	Intermediate
4	Amount of Data	Most	Least	Intermediate
5	Response Rate	Highest	Intermediate	Lowest
6	Flexibility	Most flexible	Intermediate	Least flexible
7	Control <ul style="list-style-type: none"> • Sample • Interview • Administration 	Intermediate Best Worst	Worst Intermediate intermediate	Best Worst Best

Source: Sharma, N.K. (2010:145). Adapted

As shown in Table 3.2, the personnel method has many pros. Sharma (2010:145) highlights that the personnel method has the highest response rate and accuracy. For this study, the researcher personally administered the questionnaires to the respondents. Hence, the personal method was used. The questionnaire included a Covering Letter (Annexure A) for the purpose of familiarising respondents with the research.

3.13 FORMULATION OF HYPOTHESES

Zikmund *et al.* (2013:41) defines a hypothesis as a statement which explains some outcome of an unproven proposition that is testable empirically. Stockburger (2017:2) highlights that hypothesis testing aims to ensure that logical decisions on the reality of effect are made. According to Willemse (2009:199), the use of hypotheses is to test statistically for the significance between two or more variables. In most cases, this will be a dependent and an independent variable so as to draw a conclusion. Salkind (2010:4) postulates that hypotheses are formulated when there is an existing body of knowledge that proves that there is evidence available on the relationship between the variables. Robbins and Judge (2015:600) concur that until confirmed by an empirical study, a hypothesis will remain a tentative explanation highlighting how two or more variables are related. For this study, numerous hypotheses were formulated in order to statistically analyse and evaluate statistically the significance level and for the interpretation of the findings and key results. These are explained further and in detail in Chapter 4.

3.14 ADMINISTRATION OF THE QUESTIONNAIRE

Questionnaires can be administered in a number of ways. Before administering the questionnaire to the target population, the researcher obtained a letter of permission to conduct the research at Masvingo City Council in Zimbabwe (Annexure D). Thereafter, the researcher personally distributed the questionnaires to the target respondents since the population size was small. This is known as the personal method of data collection (Francis, 2012:16). The researcher attached the letter of permission to conduct the research (Annexure D) and the covering letter (Annexure A) to the questionnaire. The covering letter ensured that the respondents had an understanding of what the research entails. The questionnaires were completed in the absence of the researcher. The researcher personally collected the questionnaire from respondents.

3.15 ETHICAL CONSIDERATIONS

It is important for researchers to abide by ethical norms throughout the study (Zikmund *et al.*, 2013:88). Fouka and Mantzorou (2011:4) define ethics as a set of values that provide guidance to the researcher to act with integrity towards the respondents and throughout the entire research process. O' Leary (2014:64) concurs that ethics are standards of acceptable and professional behaviour highlighting what is and what is not acceptable. According to Bryman and Bell (2007:1), the following ethical measures should be adhered to when conducting research:

- The respondent should agree to participate in the study before the questionnaires are distributed.
- If at any point a respondent wants to withdraw from participating in the study, they should be allowed to do so.
- Regarding the completion of the questionnaire, the privacy of respondents has to be guaranteed.
- The researcher has to clearly state the purpose of the study without exaggerating.
- All communication regarding the research has to be done with transparency and integrity.

Regarding this study, the researcher approached the Masvingo City Council in Zimbabwe requesting permission to conduct the research at the organisation. The researcher issued the organisation a letter requesting permission to conduct research (Annexure C). In response, the organisation issued the researcher a letter of informed consent (Annexure D) giving permission to conduct the study. When the researcher was distributing the questionnaires, a covering letter was attached to every

questionnaire in order to introduce the respondents to the research. Several aspects were included in the covering letter for ethical purposes, including the title of the research, the aim of the study, confidentiality, anonymity and other ethical protocols.

3.16 CODING AND EDITING

According to Saravanel (2003:110), editing entails critically and thoroughly examining the completed questionnaire. Thus, to ensure accuracy and completeness before data is captured for the analysis, it is important to check the data. After collecting the completed questionnaires, the data was edited. Each completed questionnaire was thoroughly scrutinised before capturing the data to form a data set for statistical analysis.

3.17 ANALYSIS OF DATA

Sakarantos (2005:60) defines data analysis as the statistical analysis of data collected in research to determine if the hypothesis formulated has been supported. According to Burns and Bush (2002:552), statistical data analysis is concerned with the processes employed to highlight, extract and organise information for the purpose of formulating theories, hypothesis testing and to draw conclusions and recommendations from the current study. Remenyi and Bannister (2012:118) concur that data analysis entails processing, testing and assessing data collected from respondents for meaning in terms of any hypothesis, theory or formulation of new theory. After collecting the questionnaires from the respondents, the researcher reviewed the questionnaires with the purpose of establishing if the respondents had completed and answered all the questions. The researcher captured the data obtained from the questionnaire to form a data set. Thereafter, since the questionnaires were pre-coded the Statistical Package for the Social Sciences (SPSS) version 24 for Windows, which is the latest version, was used to analyse the responses. Fisher's exact test and the Pearson's chi-square test were used to test

the hypotheses. The researcher employed the services of a statistician for the analysis of the statistical information.

3.18 CONCLUSION

This chapter provided a detailed elucidation of the research design methodology. The study employed a quantitative method research design. This chapter also outlined the data collection method; measuring instrument used; the target population; concepts of validity and reliability; ethical considerations; and data analysis. The data collection instrument that was used is the questionnaire and the survey method was used. Chapter 4 presents an overview of the results from the data analysis and a discussion of the findings.

CHAPTER 4

ANALYSIS OF DATA AND DISCUSSION OF THE FINDINGS

4.1 INTRODUCTION

This chapter presents the results and discuss the findings obtained from the questionnaires in this study. The main aim of the study was to investigate the impact of talent management on employee performance and retention strategies at the Masvingo City Council in Zimbabwe. The researcher adopted a quantitative research method. The questionnaire was the primary tool that was used to gather research data and was distributed to all the employees at Masvingo City Council in Zimbabwe using the personal method. The data collected from the responses was analysed using the Statistical Package for Social Sciences (SPSS) version 24.0 for Windows. The results are presented in the form of graphs, cross tabulations and other figures for the quantitative data that was collected. The hypotheses were tested using the Fisher`s Exact test and the Pearson Chi-Square test values; which are interpreted using the p-values. The researcher distributed a total of 72 questionnaires and 67 were returned which gave a 93.05% response rate. The research instrument consisted of 35 items, with a level of measurement at a nominal or an ordinal level. The questionnaire was divided into four sections which measured the variables under investigation as illustrated in Table 4.1 below:

Table 4.1 Questionnaire structure

SECTION	MEASUREMENT
A	Biographical data
B5	Talent management
B6	Employee performance
B7	Retention strategies

4.2 BIOGRAPHICAL DATA

This section computes the biographical characteristics of the respondents employed by Masvingo City Council. The age, length of service and educational levels of the respondents will be outlined. Pie charts, frequency tables and bar graphs are used to present the biographical data of the respondents.

4.2.1 COMPARATIVE ANALYSIS BETWEEN THE AGE AND GENDER OF THE RESPONDENTS

Table 4.2 Age and gender analysis of the respondents (n=67)

		Gender					
		Male		Female		Total	
Age		Count	%	Count	%	Count	%
		Below 25 years	4	6.0%	4	6.0%	8
	25-30 years	0	0%	10	30.3%	10	14.9%
	31-35 years	5	7.5%	6	9.0%	11	16.4%
	36-40 years	7	10.4%	2	3.0%	9	13.4%
	41-45 years	9	13.4%	8	11.9%	17	25.4%
	46-50 years	7	10.4%	3	4.5%	10	14.9%
	51-55 years	2	3.0%	0	0%	2	3.0%
Total		34	50.7%	33	49.3%	67	100%

In relation to Table 4.2 above, there is a moderate balance between males (50.7%) and females (49.3%) employed by Masvingo City Council. The majority of the respondents (25.4%) employed by Masvingo City Council were in the age group between 41-45 years old. In addition, the smallest group in the survey was made of employees in the age group between 51-55 years old and comprised 3.0% of the total

survey. 11.9 % of the respondents had below 25 years of age, respondents in the age group of 25-30 years old were 14.9% and 16. 4% of the respondents were in the age group between 31-35 years old. Moreover, Table 4.2 indicates that the respondents in the age group between 36-40 years old were 13.4% and 14.9% of the respondents were in the age group between 46-50 years.

4.2.2 THE EDUCATION LEVELS OF THE RESPONDENTS

Table 4.3 Education levels of the respondents (n=67)

Education Level	Frequency	Percentage
Master's degree or equivalent	3	4.5%
Honours degree or equivalent	17	25.4%
Bachelor's degree or equivalent	15	22.4%
National diploma or equivalent	16	23.9%
Other	16	23.9%
Total	67	100%

Figure 4.1 Education levels of the respondents (n=67)

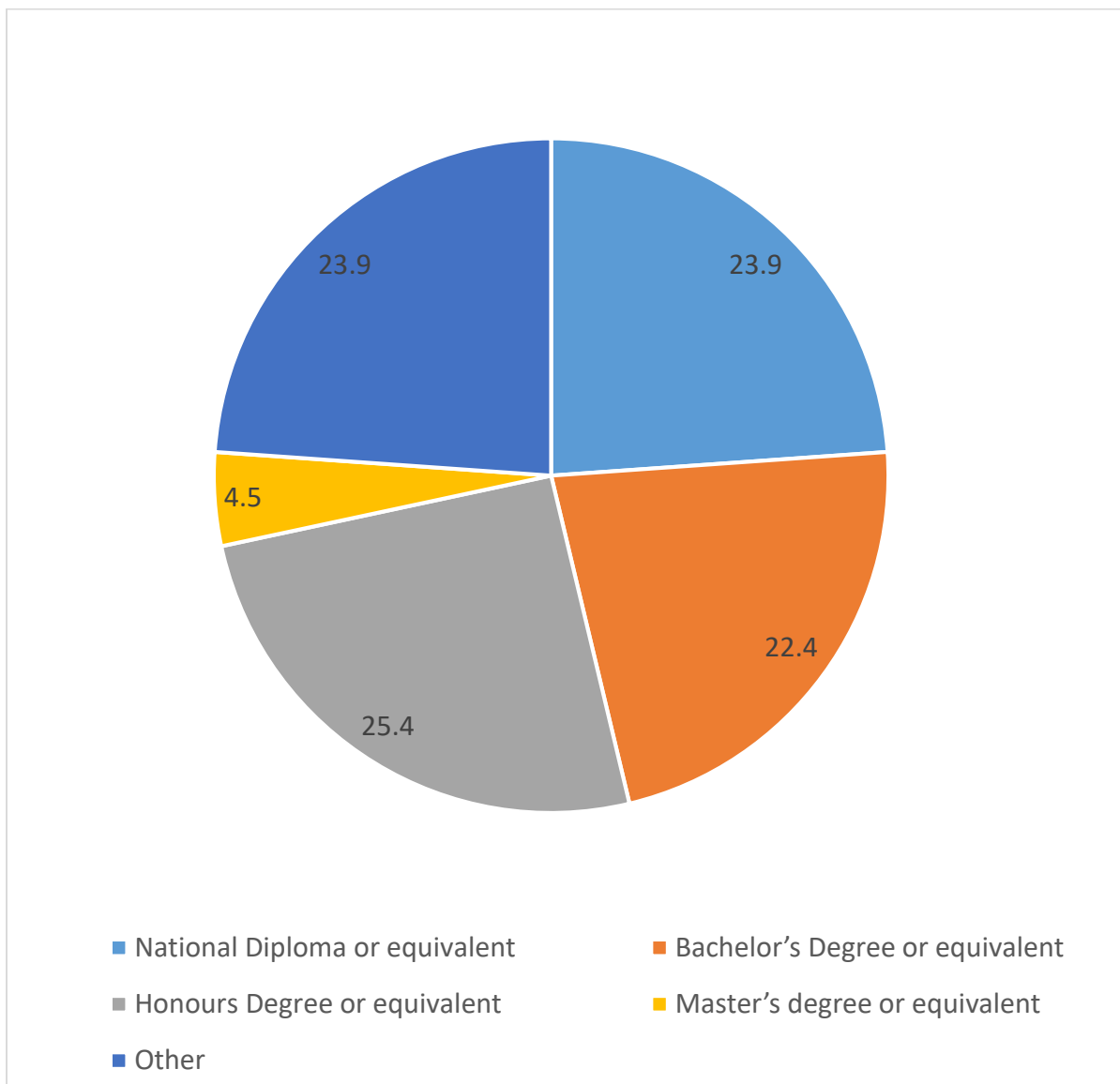


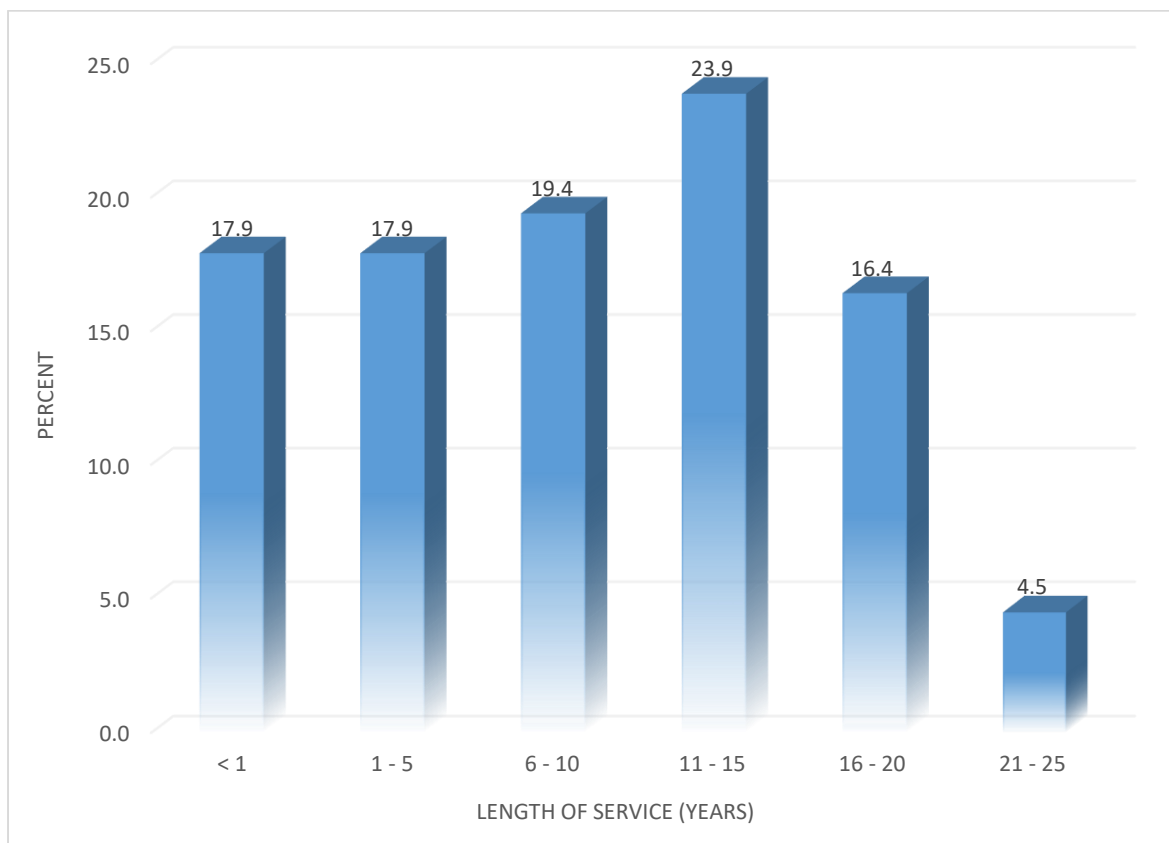
Figure 4.1 and Table 4.3 above indicate that 4.5% of the respondents had a Master's degree, 25.4% of the respondents had an Honours degree and 23.9% of the respondents possessed a National diploma. Figure 4.1 and Table 4.3 also reveal that 22.4% of the respondents had a Bachelor's degree and 23.9% of the respondents had other qualifications. This indicates that Masvingo City Council in Zimbabwe employs educated and qualified individuals.

4.2.3 THE LENGTH OF SERVICE OF THE RESPONDENTS

Table 4.4 Length of service of the respondents (n=67)

Length of service	Frequency	Percentage
<1 year	12	17.9%
1-5 years	12	17.9%
6-10 years	13	19.4%
11-15 years	16	23.9%
16-20 years	11	16.4%
21-25 years	3	4.5%
Total	67	100%

Figure 4.2 Length of service of the respondents (n=67)



As shown in Figure 4.2 and Table 4.4 above, the majority of the respondents (23.9%) had between 11-15 years of service at Masvingo City Council and 4.5% of the respondents had between 21-25 years of service. In addition, Figure 4.2 and Table 4.4 indicate that the respondents with less than one year of service and those between 1-5 years of service both constituted 17.9%. 19.4% of the respondents had between 6-10 years of service and the respondents with between 16-20 years of service constituted 16.5% of the total survey.

4.3 DESCRIPTIVE STATISTICS

According to Gray (2014:566), descriptive analysis involves the creation of a summary of a survey in terms of the key variables being researched. The section that follows analyses the scoring patterns of the respondents on talent management, employee performance and retention strategies. Where applicable, levels of disagreement were collapsed to show a single category of “Disagree”. A similar procedure was followed for the levels of agreement. The results are first presented using numbered Tables and Figures of summarised percentages for the variables that constitute each section.

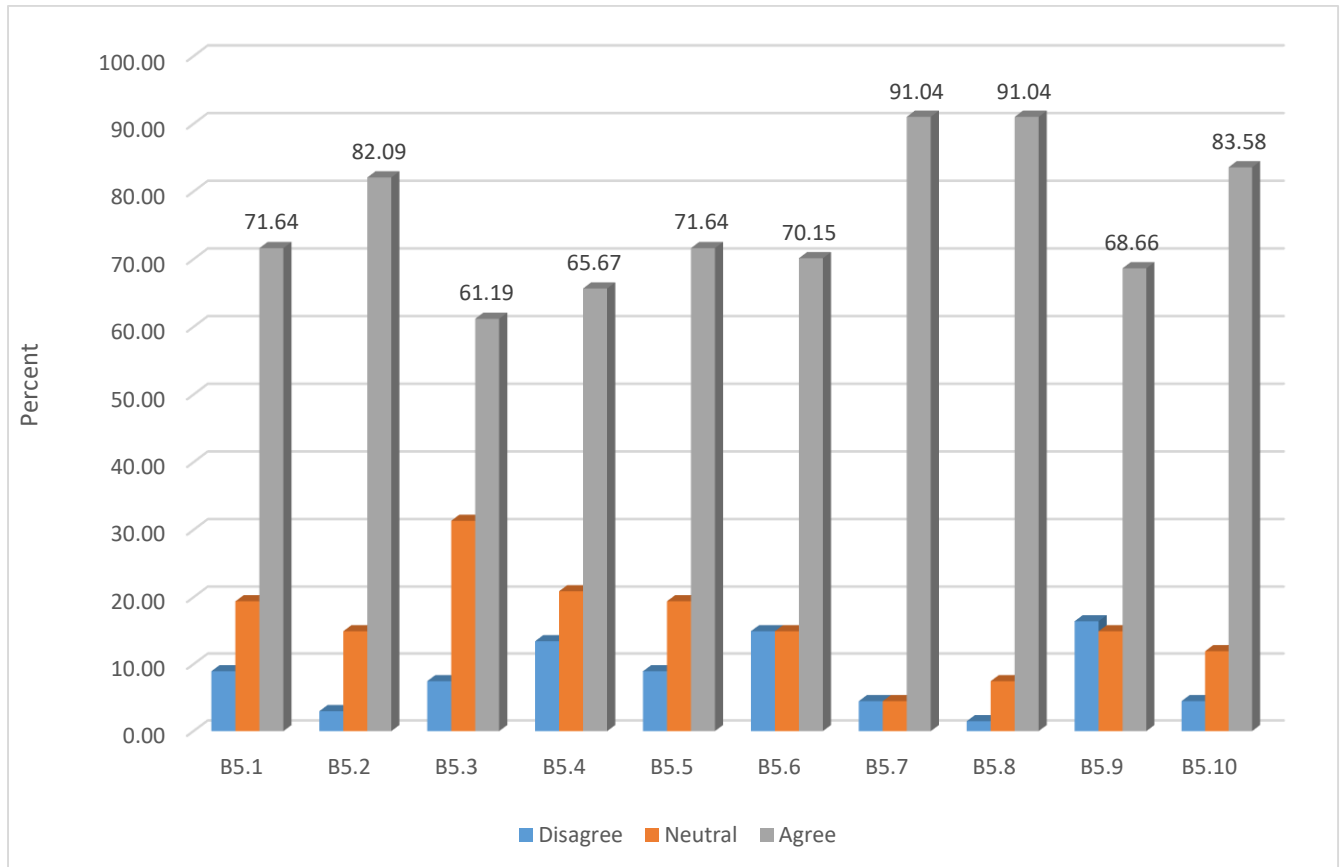
4.3.1 DESCRIPTIVE ANALYSIS RELATING TO TALENT MANAGEMENT

This section deals with the analysis of the descriptive statistics relating to talent management. Table 4.5 and Figure 4.3 below show the summary of the scoring patterns of the respondents regarding talent management at Masvingo City Council.

Table 4.5 The summary of the scoring patterns relating to talent management (n=67)

STATEMENT		RESPONSE OPTIONS				
		RESPONSES	DISAGREE	NEUTRAL	AGREE	TOTAL
B5.1	Talent management is implemented successfully in this organisation to advance employees.	Count	6	13	48	67
		Percentage	9%	19.4%	71.6%	100%
B5.2	I feel empowered to take responsibility of my personal development.	Count	2	10	55	67
		Percentage	3.0%	14.9%	82.1%	100%
B5.3	My inputs, suggestions and ideas are valued.	Count	5	21	41	67
		Percentage	7.5%	31.3%	61.2%	100%
B5.4	I have an idea about my career plan in the next 12 months in the organisation.	Count	9	14	44	67
		Percentage	13.4%	20.9%	65.7%	100%
B5.5	This organisation attracts highly talented employees.	Count	6	13	48	67
		Percentage	9%	19.4%	71.6%	100%
B5.6	I am satisfied with my chances of promotion.	Count	10	10	47	67
		Percentage	14.9%	14.9%	70.1%	100%
B5.7	This is a good place for training and development.	Count	3	3	61	67
		Percentage	4.5%	4.5%	91.0%	100%
B5.8	I understand my role and how I can help the organisation to achieve its aims.	Count	1	5	61	67
		Percentage	1.5%	7.5%	91.0%	100%
B5.9	I am satisfied by the organisation's personnel policies.	Count	11	10	46	67
		Percentage	16.4%	14.9%	68.7%	100%
B5.10	My manager supports my personal development so that I can reach my full potential.	Count	3	8	56	67
		Percentage	4.5%	11.9%	83.6%	100%

Figure 4.3 The summary of the scoring patterns relating to talent management (n=67)



In relation to Figure 4.3 above, the majority of the respondents 71.6% revealed that talent management is implemented successfully at Masvingo City Council to advance employees (statement B5.1). Altinoz and Cop (2013:43) state that organisations are operating in an age where technological advances are fast and, consequently, cultural, social, and political changes are inevitable. Therefore, organisations should manage their talent effectively and must develop their employees together with a creation of an organisational culture of development where potential employees become the process with shared responsibility (Rebeřák and Farkařová, 2014:870).

Statement B5.2 in relation to responsibility for personal development indicates that most of the respondents 82.1% at Masvingo City Council indicated that they felt empowered to take responsibility of their personal development. According to Dehghani, Gharooni and Arabzadeh (2014:1133), employee empowerment is when the employees are given a chance to be innovative, take risks to promote the goals

and objectives of the organisation as well as learning in the process. In addition, Figure 4.3 illustrates that a significant portion of the respondents 62.2% revealed that their inputs, suggestions and ideas were valued at Masvingo City Council, against a mere 7.5% who indicated that their ideas and suggestions were not valued (statement B5.3). In support, Han, Chiang and Chang (2010:2218) state that the participation of employees can satisfy the workers' humanistic needs and gives them a fundamental right to extend their degree of control on how the organisation is being managed.

As shown in Figure 4.3, statement B5.4 in relation to career planning indicates that 65.7% of the respondents had an idea about their career plan in the next 12 months in the organisation. According to Shimaoka (2015:452), career planning begins with choices concerning the job, the job tasks, performance levels and personal development. In addition, management supports these choices through the way it manages its talent by matching the employee's interests and talents with opportunities in the organisation (Shimaoka, 2015:452). Moreover, career planning enables management to assist the employees to perform effectively and develop their capabilities.

In addition, 71.6% of the respondents indicated that Masvingo City Council attracts and employ highly talented employees (statement B5.5). The competition for the best employees is increasingly becoming tougher and the organisations are maximising the degree of acceptance of their employment offers by candidates through efficient recruitment and selection programmes, the task that the job involves and attractive compensation packages (Pastor, 2012:415).

Moreover, Figure 4.3 illustrates that 70.1% of the respondents were satisfied with the chances of promotion at Masvingo City Council, against 14.9% of the respondents who were not satisfied with the chance of being promoted (Statement B5.6). Promotion in the workplace is when an employee advances or progresses to a higher hierarchical position in an organisation and it should be fair (Odeku, 2013:867). According to Spilerman and Petersen (2005:25), promotion make employees happy because it comes with a better remuneration package, benefits and authority.

Figure 4.3 statement B5.7 indicates that a highly significant number of the respondents (91.0%) revealed that Masvingo City Council is a good place for training and development. In addition, Statement B5.8 in relation to work role indicates that 91.0% of the respondents understand their work role and how it helped the organisation to achieve its aims. According to Belias, Koustelios, Sdrolias and Aspridis (2015:326), workers experience numerous and different expectations both from colleagues and supervisors, in their effort to carry out their roles effectively. Therefore, employees must have clear and unambiguous roles (Belias, *et al.*, 2015:326)

Furthermore, 68.7% of the respondents were satisfied by the organisation's personnel policies and 16.4% of the respondents were not satisfied with the personnel policies at Masvingo City Council (statement B5.9). According to Tohidi (2010:926), personnel policies in an organisation ensures that all employees follow the set rules and procedures and ensures that they are consistently applied. In addition, personnel policies eliminate discriminatory treatment by setting up pre-established chain of disciplinary actions to be followed in the event that a policy has been violated (Tohidi, 2010:926). In relation to management support statement B5.10 reveals that 83.6% of the respondents indicated that their manager supported their personal development so that they can reach their full potential. In support, Abdullah and Jins (2015:549) state that for employee development to effectively take place, management must be involved and support the process.

4.3.2 DESCRIPTIVE ANALYSIS RELATING TO EMPLOYEE PERFORMANCE

The descriptive analysis relating to employee performance is outlined in this section. Figure 4.6 and Table 4.3 below show the percentile summary of the scoring patterns relating to employee performance.

Table 4.6 The summary of the scoring patterns relating to employee performance (n=67)

STATEMENT		RESPONSE OPTIONS				
		RESPONSES	DISAGREE	NEUTRAL	AGREE	TOTAL
B6.1	I receive regular feedback on my performance.	Count	14	12	41	67
		Percentage	20.9%	17.9%	61.2%	100%
B6.2	I am motivated to contribute more than is usually required.	Count	5	16	46	67
		Percentage	7.5%	23.9%	68.7%	100%
B6.3	I am involved in decision making that affect my performance.	Count	14	17	36	67
		Percentage	20.9%	25.4%	53.7%	100%
B6.4	The performance review process provides me with accurate information about my strengths and weaknesses	Count	11	20	36	67
		Percentage	16.4%	29.9%	53.7%	100%
B6.5	In the organisation, people are rewarded for outstanding performance.	Count	16	18	33	67
		Percentage	23.9%	26.9%	49.3%	100%
B6.6	I always reach my performance target.	Count	5	7	55	67
		Percentage	7.5%	10.4%	82.1%	100%
B6.7	Poor performance is adequately managed.	Count	7	17	43	67
		Percentage	10.4%	25.4%	64.2%	100%
B6.8	I perform well because I am satisfied by what I earn.	Count	20	12	35	67
		Percentage	29.9%	17.9%	52.2%	100%
B6.9	I cannot perform well due to a lack of resources.	Count	28	8	31	67
		Percentage	41.8%	11.9%	46.3%	100%
B6.10	I perform well because I have a supportive supervisor.	Count	4	7	56	67
		Percentage	6.0%	10.4%	83.6%	100%

Figure 4.4 The summary of the scoring patterns relating to employee performance (n=67)

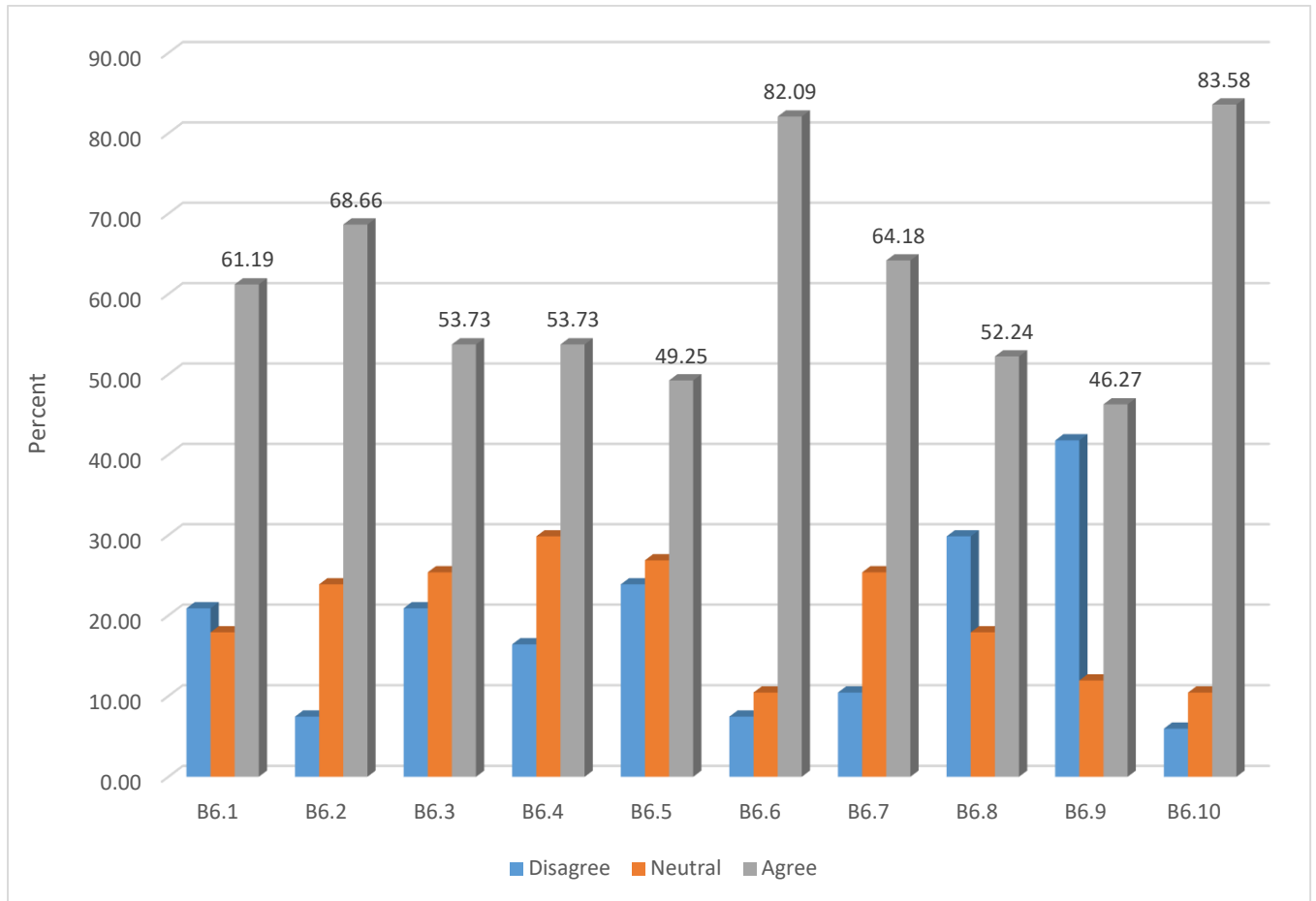


Figure 4.4 in relation to feedback, statement B6.1 indicates that 62.2% of the respondents revealed that they received regular feedback regarding their performance, while 20.9% of the respondents indicated that they did not receive feedback of their performance. According to Andiola (2014:2) feedback relating to performance is important in almost all organisations as both a developmental and motivational tool. In support, Aguinis, Gottfredson and Joo (2011:105) state that effective performance feedback has the potential to enhance employee engagement, motivation, and job satisfaction.

In addition, Figure 4.4 shows that 53.7% of the respondents were involved in decision making that affected their performance. 20.9% of the respondents indicated that they were not involved in the decisions that affected their performance (statement B6.3). In support, Bedarka and Pindita (2014:109) postulate that involving employees in

making decisions that affects their performance is important in designing and developing effective performance measurement system. Furthermore, Mansor, Chakraborty and Mahitapoglu (2012:586) state that allowing employee to participate in performance management decisions can have an effect on employees' commitment to achieving targets and improving their performance.

In relation to performance review, Figure 4.4 (statement B6.4) illustrates that the majority of the respondents (53.7%) revealed that the performance review process provided them with accurate information about their strengths and weaknesses. According to Osmani and Maliqi (2012:436), the performance management review process is incomplete without providing feedback with the strengths and weaknesses of the employees. In addition, information regarding weaknesses and strengths enables top performers to know how their efforts are appreciated and rewarded, while the employees with poor performance will be made aware of how they can improve their performance (Osmani and Maliqi, 2012:436).

Moreover, 49.3% of the respondents indicated that employees at Masvingo City Council were rewarded for outstanding performance, while 23.9% disagreed that employees were rewarded for outstanding performance (statement B6.5). According to Gohari and Ahmadloo (2013:549), rewarding employees for outstanding performance is essential as an incentive and a strong motivator to appreciate the efforts of employees. Therefore, it is important to recognize the rewarding strategies that lead to higher employee productivity and to enhance their performance (Vosloban, 2012:661).

In Figure 4.4 in relation to statement B6.7 relating to performance, 64.2% of the respondents revealed that poor performance was adequately managed at Masvingo City Council, whereas 10.4% of the respondents indicated that poor performance was not adequately managed. Daoanis (2012:55) states that performance management is an important tool to measure the frameworks set by any organisation to its employees and use the measures to track individual contribution and performance against set goals. In addition, performance management helps to identify poor performers and serves as a basis for improvement (Daoanis, 2012:55).

As illustrated by Figure 4.4, 52.2% of the respondents indicated that they perform well because they were satisfied by their compensation (statement B6.8). This results correspond with the study that was conducted by Bryson, Buraimo and Simmons (2011:433) on how salaries improve employee performance. The study found that employee performance improves when they had good compensation packages. Statement B6.9 in relation to resources, indicates that 43.6% of the respondents indicated that they did not perform well due to a lack of resources. In support, Wu (2006:451) states the resources in an organisation have a significantly effect on the performance of the employee as well as the competitive advantage of the organisation.

In addition, Figure 4.4 shows that the majority of the respondents (83.6%) indicated that they performed well because they had supportive supervisors. According to Baloyi, Waveren and Chan (2014:87), the employees may not necessarily understand all the aspects of the job and the performance required. Therefore, support from supervisors is very important to help the employees to perform well.

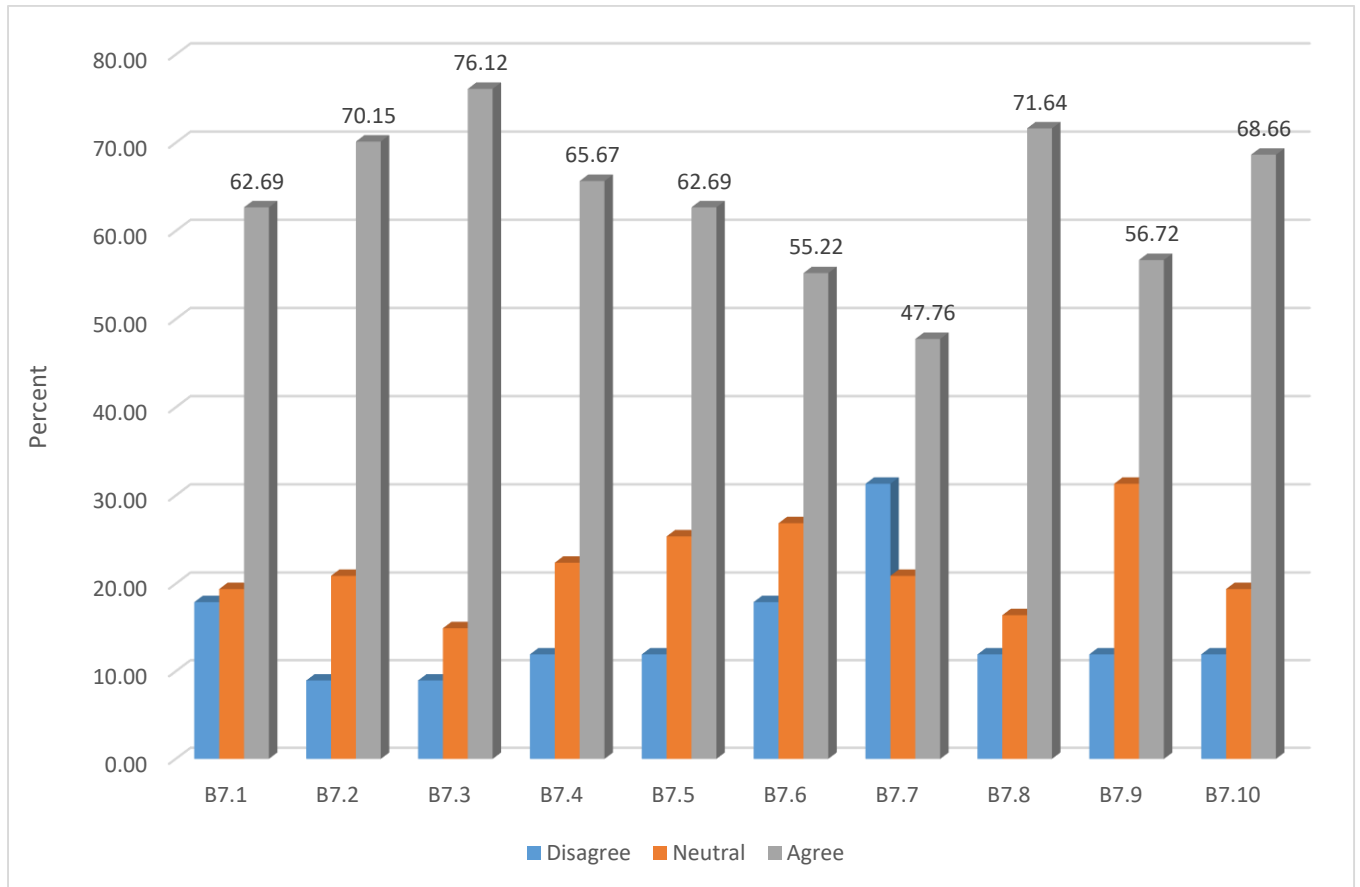
4.3.3 DESCRIPTIVE ANALYSIS RELATING TO RETENTION STRATEGIES

This section presents the descriptive analysis relating to retention strategies. Figure 4.5 and Table 4.7 provide a summary of the response from the respondents regarding retention strategies.

Table 4.7 The summary of the scoring patterns relating to retention strategies (n=67)

		RESPONSE OPTIONS				
	STATEMENT	RESPONSES	DISAGREE	NEUTRAL	AGREE	TOTAL
B7.1	I rarely think about leaving this organisation to work somewhere else.	Count	12	13	42	67
		Percentage	17.9%	19.4%	62.7%	100%
B7.2	The organisation's culture helps to retain employees.	Count	6	14	47	67
		Percentage	9.0%	20.9%	70.1%	100%
B7.3	Given the opportunity, I tell others great things about working here.	Count	6	10	51	67
		Percentage	9.0%	14.9%	76.1%	100%
B7.4	There are measures to retain employees in this organisation.	Count	8	15	44	67
		Percentage	11.9%	22.4%	65.7%	100%
B7.5	At this point, remaining with my organisation is a matter of necessity as much as desire.	Count	8	17	42	67
		Percentage	11.9%	25.4%	62.7%	100%
B7.6	One of the major consequences of leaving my organisation is the scarcity of available alternatives.	Count	12	18	37	67
		Percentage	17.9%	26.9%	55.2%	100%
B7.7	If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation.	Count	21	14	32	67
		Percentage	31.3%	20.9%	47.8%	100%
B7.8	One of the major reasons that I continue working for this organisation is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here.	Count	8	11	48	67
		Percentage	11.9%	16.4%	71.6%	100%
B7.9	The retention strategies in this organisation are satisfactory.	Count	8	21	38	67
		Percentage	11.9%	31.3%	56.7%	100%
B7.10	I see myself within the organisation in the next 5 years.	Count	8	13	46	67
		Percentage	11.9%	19.4%	68.7%	100%

Figure 4.5 The summary of the scoring patterns relating to retention strategies (n=67)



As illustrated in Figure 4.5 (Statement B7.2) in relation to organisational culture, 70.15% of the respondents indicated that organisation’s culture at Masvingo City Council helps to retain employees. A mere 9.0% of the respondents revealed that organisational culture at Masvingo City Council did not help to retain employees. According to Zeitlin, Augsberger and Mcgowan (2015:36), the organisation’s culture which comprise of both the employee relationships and values, is related to employee retention. In support, Putthiwanit (2015:483) states that the organisation’s culture is preciously unique and it can facilitate employee retention as well as the overall competitiveness of the organisation. In addition, Rani and Srivastava (2015:9) explain that it is very crucial for the culture of the organisation to be consistent with the overall strategy of the organisation and with the values of the employees it must attract and retain.

Statement B7.4 in relation to employee retention, indicates that 65.67% of the respondents revealed that there are measures to retain employees at Masvingo City Council and 11.9% of the respondents indicated that there were no measures to retain employees at Masvingo City Council. According to Mapolisa (2015:16), most organisations in Zimbabwe had monetary and non-monetary employee retention measures. Chiboiwa, Samuel and Chapunza (2010:2103) state that the prevailing harsh economic conditions in Zimbabwe has forced most organisations to formulate realistic retention measures to cope with depleted labour market occasioned by skill emigration. Mabika (2016:17) highlights that organisations in Zimbabwe has adopted more retention measures which are not limited to proper orientation of new employees, effective human resource strategies, effective communication, employee training and development as well as attractive compensation packages.

In addition, Figure 4.5 (Statement B7.5) illustrates that 62.69% of the respondents at Masvingo City Council indicated that they remained employed with their current organisation as a matter of necessity as much as desire. However, 11.9% of the respondents revealed that they remained employed with Masvingo Municipality not as a matter of necessity or desire. Kumari and Afroz (2013:14) state that when employees remained with the organisation because of desire and necessity, it represents an affective attachment to, identification with and involvement as well as loyalty in an organisation. In addition, Saygan (2011:220) postulates that the workforce that have a strong desire continue to work in the organisation because they want to.

Moreover, Statement B7.6 as shown in Figure 4.5 illustrates that majority of the respondents 55.22% indicated that the major consequences of leaving Masvingo City Council was the scarcity of available alternatives. According to Saygan (2011:221), when employees remain within the organisation because of high cost of leaving and the benefits of staying, it resembles continuance commitment. Given the high unemployment rate and job scarcity, Umoh, Mamah and Wokocha (2014:72) state that the scarcity of employment alternatives means that there is a likelihood that employees will not leave their jobs.

As shown in Figure 4.5, statement B7.7 reveals that 47.76% of the respondents indicated that if they get an employment offer for a better job elsewhere they would not feel it was right to leave Masvingo City Council. However, 33.30% of the respondents revealed that they felt it was right leaving their organisation if they got better employment offer elsewhere. In addition, 71.64% of respondents indicated that the major reason that they continued working for Masvingo City Council was that they believed that loyalty is important and thus they felt a sense of moral obligation to remain with their organisation (statement B7.8). According to Mohamed, Kader and Anisa (2012:2), when the retention strategies are effectively implemented the workforce develops a culture that makes them more likely to stay and less likely to leave the organisation.

Statement B7.9 in Figure 4.5 indicates that 56.72% of the respondents revealed that the retention strategies at Masvingo Municipality were satisfactory, against 11.9% who indicated that the retention strategies adopted by Masvingo City Council are not satisfactory. A study conducted by Van Dyke and Coetzee (2012:1) on the retention strategies in relation to organisational commitment in medical and information technology services found that being satisfied with retention strategies had a positive significant relationship with employee loyalty.

4.4 HYPOTHESIS TESTING

According to Shuttleworth (2010:2), a hypothesis is a statement generated by the scholars when they contemplate upon the results of a study or an experiment. The antecedent of a hypothesis is a problem or an area of concern which is usually structured as a question. After outlining the descriptive statistics and data relating to talent management, employee performance and retention strategies, the relevant hypotheses pertaining to the study were tested. Hypothesis testing is the process of measuring the relationship between the variables, and this process can be done through research (Farrugia, Petrisor and Bhandari, 2009:200). The main aim of this study was to investigate the impact of talent management on employee performance and retention strategies at the Masvingo City Council in Zimbabwe. For the purpose

of this study, the hypotheses were tested using the Fisher`s Exact test and the Pearson Chi-Square test values.

Hypothesis 1

Ho¹ There is a significant relationship between attracting talented employees and implementing talent management successfully at Masvingo City Council in Zimbabwe.

Table 4.8 Analysis of data for attracting talented employees and implementing talent management successfully (n = 67).

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	39.266 ^a	9	0.000
Likelihood Ratio	31.188	9	0.000
Fisher's Exact Test	26.608		0.000
Linear-by-Linear Association	22.136 ^b	1	0.000
N of Valid Cases	67		

*Pearson Chi-squared = 39.266^a, df = 9, Significance p<0.05.

*Fisher`s Exact Test = 26.608, Significance p <0.05.

Table 4.8 reveals that both the Pearson`s Chi-Square test result ($p < 0.05$) and the Fisher`s Exact Test result ($p < 0.05$) produced a highly significant result between attracting talented employees and implementing talent management successfully at Masvingo City Council. Therefore, the hypothesis is accepted. According to Kyndt, Dochy, Michielsen and Moeyaert (2009:97), the retention of talented employees is an advantage to an organisation because employees` knowledge and skills are central to an organisation`s ability to be economically competitive. Retaining talented productive employees and eliminating poor performing employees is essential to the long run success of any City Council. In addition, successfully implementing talent

management and retention of talented employees is needed and vital for an organisation's success and improves employee performance (Kamil, Hamid, Hashim and Omar, 2010:147). Ingham (2011:12) states that in order to develop strategic capability, organisations need to ensure that they clarify the requirements for their talent management program to attract talented employees

Hypothesis 2

Ho² There is a significant relationship between the successful implementation of talent management and employee engagement at Masvingo City Council in Zimbabwe.

Table 4.9 Relationship between successful implementation of talent management and employee engagement (n = 67).

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.886 ^a	12	0.004
Likelihood Ratio	22.670	12	0.031
Fisher's Exact Test	23.034		0.008
Linear-by-Linear Association	11.752 ^b	1	0.001
N of Valid Cases	67		

*Pearson Chi-squared = 28.886^a, df = 12, Significance p<0.05.

*Fisher's Exact Test = 23.670, Significance p<0.05.

As shown in Table 4.9, the Pearson Chi-square test value (p<0.05) is significant. There is a significant relationship between successful implementation of talent management and employee engagement. In addition, the Fisher's Exact Test value (p<0.05) supports a significant relationship between successful implementation of talent management and employee engagement. Therefore, the hypothesis is accepted. According to Aljunaibai (2014:1), organisations that are interested in increasing employee engagement should establish proper talent management systems that focus

on talent development and support from management. Thus, talent management initiatives will make employees more committed and engaged with their job. Mahammed (2015:142) states that talent management has an effect on employee engagement since, talent management enable the organisation to place employees with the right skills at the right place. Furthermore, talent management enables employees to feel engaged, appreciated and valued and aligned to the organisation's goals and objectives (Davies and Davies, 2010:87). In support, high quality talent management enables the employees to develop their competencies, attitudes and improve organisational performance (Abel, 2008:24).

Hypothesis 3

H₀³ There is a significant relationship between employees feeling empowered to take responsibility of their personal development and how they feel their inputs are valued at Masvingo City Council in Zimbabwe.

Table 4.10 Analysis of data for employees feeling empowered to take responsibility of development and how their inputs are valued (n=67).

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	18.606 ^a	12	0.098
Likelihood Ratio	18.700	12	0.096
Fisher's Exact Test	17.240		0.094
Linear-by-Linear Association	3.314 ^b	1	0.069
N of Valid Cases	67		

*Pearson Chi-squared = 18.606^a, df = 12, Significance p>0.05.

*Fisher's Exact Test =17.240, Significance p>0.05.

Table 4.10 above, reveals that both the Pearson Chi-square test value (p > 0.05) and the Fisher's Exact Test value (p > 0.05) indicate that there is no relationship between employees feeling empowered to take responsibility of their personal development and

how they feel their inputs were valued at Masvingo City Council in Zimbabwe. Therefore, the hypothesis is rejected. According to Tahir (2015:4), employee empowerment should encompass both giving authority to make decisions regarding to work and enhance individual development. In addition, Ongori and Shunda (2008:85) concur that employee empowerment should provide the workforce with job enrichment, opportunity for their inputs and contributions to be heard and having authority as well as control over their personal development.

Hypothesis 4

H₀⁴ There is a significant relationship between employees feeling empowered to take responsibility of their personal development and their motivation at Masvingo City Council in Zimbabwe.

Table 4.11 Relationship between employee feeling empowered to take responsibility of their personal development and motivation (n = 67).

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	33.673 ^a	12	0.001
Likelihood Ratio	23.592	12	0.023
Fisher's Exact Test	23.373		0.005
Linear-by-Linear Association	6.398 ^b	1	0.011
N of Valid Cases	67		

*Pearson Chi-squared = 33.673^a, df = 12, Significance p<0.05.

*Fisher's Exact Test = 23.373, Significance p_r<0.05.

As shown in Table 4.11, the Pearson Chi-square test value (p<0.05) and the Fisher's Exact Test value (p<0.05) produced a significant result. As depicted in Table 4.11, the test statistics show that the hypothesis is accepted. Therefore, there is a relationship between employees feeling empowered to take responsibility of their personal

development and their motivation. Dobre (2013:58) states that employee motivation is influenced by numerous factors such as salaries, working conditions, leadership styles and empowerment as well as personal development. In support, the study conducted by Gollin and Kaji (2015:641) on the impact of empowerment for personal development on motivation in the Turkish pharmaceutical sector found out that there is a strong relationship between empowerment for personal development and employee motivation.

Hypothesis 5

H₀⁵ There is a significant relationship between measures to retain staff and employees' intentions to leave the organisation at Masvingo City Council in Zimbabwe.

Table 4.12 Analysis of data for measures to retain employees and employees' intentions to leave the organisation (n = 67).

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.394 ^a	16	0.496
Likelihood Ratio	17.943	16	0.327
Fisher's Exact Test	14.483		0.496
Linear-by-Linear Association	4.036 ^b	1	0.045
N of Valid Cases	67		

*Pearson Chi-squared = 15.394^a, df = 16, Significance p>0.05.

*Fisher's Exact Test = 14.483, Significance p>0.05.

In relation to Table 4.12 above, both the Pearson Chi-square test value (p>0.05) and the Fisher's Exact Test value (p>0.05) produced a non-significant result. The results revealed that there is no significant relationship between measures to retain staff and employees' intentions to leave the organisation at Masvingo City Council. Therefore,

the hypothesis is rejected. According to Kossivi, Xu and Kalgora (2016:261), organisations need not only to attract the best talent but to retain the valuable talent in the organisation for a long tenure. The results of this hypothesis are inconsistent with the findings of Holton, Mitchel, Lee, Elberly (2008:270). Their findings outlined that when retention measures are implemented to retain employees, intentions to leave decreases. In addition, Gupta-sunderji (2007:37) concurs that employees who are not satisfied with current employment display intentions to leave, unless the organisation take necessary measures that drives employees to stay or leave the organisation.

Hypothesis 6

Ho⁶ There is a significant relationship between successful implementation of talent management and employees’ performance at Masvingo City Council in Zimbabwe.

Table 4.13 Relationship between successful implementation of talent management and employees’ performance. (n= 67).

Statement B5.1 and B6.6	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	45.888 ^a	16	0.000
Likelihood Ratio	31.538	16	0.011
Fisher's Exact Test	26.670		0.006
Linear-by-Linear Association	14.402 ^c	1	0.000
N of Valid Cases	67		

*Pearson Chi-squared = 46.762^a, df = 16, Significance p<0.05.

*Fisher’s Exact Test = 23.096, Significance p <0.05.

Table 4.13 reveals that both the Pearson’s Chi-Square test result ($p < 0.05$) and the Fisher’s Exact Test result ($p < 0.05$) produced a significant result. The Pearson’s Chi-Square value of 45.888 is greater than the χ^2 cut-off value of 26.296. Therefore, the hypothesis is accepted. As shown in Table 4.13, the results indicate that there is a

significant relationship between successful implementation of talent management and employee performance at Masvingo City Council in Zimbabwe. According to Maya and Thamilselvan (2013:445), successful implementation of talent management enables the organisation to create and continuously optimise the human resources required to execute the organisational strategy. In support, Ogbeta, Nzewi and Chiekezie (2015:67) state that employees in an organisation with adequate talent management programs, strategies, policies and practices are likely to perform better. Maya and Thamilselvan (2013:444) conducted a research on the impact of talent management on employee performance and organisational efficiency in Chennai City. The findings of their research revealed that there was a significant relationship between talent management and employee performance.

Hypothesis 7

Ho⁷ There is a significant relationship between the probability of employees remaining in the organisation in the next 5 years and them having an idea of their 12 months' career plan in the organisation.

Table 4.14 Probability of employees remaining in the organisation in the next 5 years and them having an idea of their 12 months' career plan in the organisation (n= 67).

Statement B5.4 and B7.10	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	72.650 ^a	16	0.000
Likelihood Ratio	29.762	16	0.019
Fisher's Exact Test	23.569		0.025
Linear-by-Linear Association	6.670 ^c	1	0.010
N of Valid Cases	67		

*Pearson Chi-squared = 72.650^a, df = 16, Significance p<0.05.

*Fisher's Exact Test = 23.569, Significance p <0.05.

In relation to Table 4.14 above, the Pearson Chi-square test value ($p < 0.05$) and Fisher's Exact Test value ($p < 0.05$) revealed that there is a significant correlation between employees remaining in the organisation in the next 5 years and them having an idea of their 12 months' career plan in the organisation. Therefore, the hypothesis is accepted. Through proper career pathing of one's career, management can enjoy the healthy support of goal oriented employees and consistently looking deeply into employees concerns can enable them to enhance their job performance and to take advantage from future opportunities (Chew and Chan, 2010:4).

Hypothesis 8

Ho⁸ There is a significant relationship between implementing talent management successfully and measures to retain staff at Masvingo City Council in Zimbabwe.

Table 4.15 Relationship between implementing talent management successfully and measures to retain employees (n = 67).

Statement B5.1 and B7.4	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	85.451 ^a	16	0.000
Likelihood Ratio	27.215	16	0.039
Fisher's Exact Test	29.718		0.004
Linear-by-Linear Association	15.565 ^b	1	0.000
N of Valid Cases	67		

*Pearson Chi-squared = 85.451^a, df = 16, Significance $p < 0.05$.

*Fisher's Exact Test = 29.718, Significance $p < 0.05$.

As illustrated in Table 4.12 above, the Pearson Chi-square test value ($p < 0.05$) and Fisher's Exact Test value ($p < 0.05$) revealed that there is a strong relationship between implementing talent management successfully and measures to retain employees at Masvingo City Council. Therefore, the hypothesis is accepted. Ogbetta,

Nzewi and Chiekezie (2015:68) state that successful implementation of talent management can increase employee commitment and helps in retention of key employees in an organisation. In relation to the above, measures of retaining valuable employees are the key objectives and primary motivators of having talent management strategies and programs in an organisation (Oladapo, 2014:28). In addition, Isfahani and Boustani (2014:118) postulate that the benefits of a successfully implemented talent management strategy include improved employee retention and recruitment. Kibul, Gachunga and Namusonge (2014:422) concur that to gain competitive advantage, the demand for human resource drives talent management to integrate new employees, while developing and retaining existing employees.

Hypothesis 9

Ho⁹ There is a significant relationship between employees reaching their performance targets and understanding their roles at Masvingo City Council in Zimbabwe.

Table 4.16 Analysis of data for employees reaching their performance targets and understanding their roles (n = 67).

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	82.253 ^a	12	0.000
Likelihood Ratio	26.027	12	0.011
Fisher's Exact Test	24.940		0.006
Linear-by-Linear Association	17.848 ^b	1	0.000
N of Valid Cases	67		

*Pearson Chi-squared = 82.253^a, df = 12, Significance p<0.05.

*Fisher's Exact Test = 24.940, Significance p<0.05.

As illustrated in Table 4.16, the Pearson's Chi-square test ($p < 0.05$) and the Fisher's Exact Test ($p < 0.05$) are highly significant. The results reflect that there is a significant relationship between employees reaching their performance targets and

understanding their roles at Masvingo City Council in Zimbabwe. Therefore, the hypothesis is accepted. According to Jomon and Srikanth (2013:106), it is understandable that employees that do not understand their roles can also face challenges in meeting their performance targets therefore, employees must understand their roles. In addition, Suan and Nasurdin (2013:321) posit that role clarity has a positive effect on employee performance as it allows the employees to receive and understand information required to perform their jobs effectively.

Hypothesis 10

H₀¹⁰ There is a significant relationship between managers supporting employees' personal development and employee's performance at Masvingo City Council.

Table 4.17 Relationship between managers supporting employees' personal development and employee performance (n = 67).

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	38.641 ^a	9	0.000
Likelihood Ratio	27.847	9	0.001
Fisher's Exact Test	23.478		0.001
Linear-by-Linear Association	17.089 ^b	1	0.000
N of Valid Cases	67		

*Pearson Chi-squared = 38.641^a, df = 9, Significance p<0.05.

*Fisher's Exact Test = 23.478, Significance p <0.05.

Pearson's Chi-square test result ($p < 0.05$) and the Fisher's Exact Test result ($p < 0.05$) as shown in Table 17 above illustrates a highly significant relationship between managers supporting employees' personal development and employee's performance at Masvingo City Council in Zimbabwe. Therefore, the hypothesis is accepted. When supervisors support their employees, it improves employee performance as the supervisors takes time to improve the relationships within the organisation, guide employees in doing their work and producing more quality work (Krongboonying and

Lin, 2015:103). In addition, Ismail, Sieng, Abdullah and Francis (2010:1) postulate that the ability of the supervisor to play an effective role on employee personal development increases performance.

Hypothesis 11

Ho¹¹ There is a significant relationship between the organisation’s retention strategies and the personnel policies being satisfactory at Masvingo City Council in Zimbabwe.

Table 4.18 Relationship between the organisation’s retention strategies and the personnel policies being satisfactory (n = 67).

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	30.416 ^a	16	0.016
Likelihood Ratio	23.871	16	0.092
Fisher's Exact Test	23.394		0.000
Linear-by-Linear Association	17.780 ^b	1	0.000
N of Valid Cases	67		

*Pearson Chi-squared = 30.416^a, df = 16, Significance p<0.05.

*Fisher’s Exact Test = 23.394, Significance p <0.05.

In relation to Table 4.18, both the Pearson’s Chi-square test (p < 0.05) and the Fisher’s Exact Test (p < 0.05) produced a significant result. The results indicate that there is a significant relationship between organisation’s retention strategies and the personnel policies being satisfactory at Masvingo City Council in Zimbabwe. Therefore, the hypothesis is accepted. Organisations need to implement personnel policies and retention strategies to make employees feel valued and engaged in order to keep them (Yazinski, 2009:1). Haider, Akhtar, Rasli and Tariq (2015:1) conducted a study on the impact of human resources practices and policies on employee retention. The findings

of their study revealed that human resources practices and policies had an impact on employee retention.

Hypothesis 12

H₀¹² There is a significant relationship between employees' motivation and organisation's retention strategies at Masvingo City Council in Zimbabwe.

Table 4.19 Relationship between employees' motivation and organisation's retention strategies (n = 67).

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	61.410 ^a	16	0.000
Likelihood Ratio	42.642	16	0.000
Fisher's Exact Test	38.356		0.000
Linear-by-Linear Association	22.035 ^b	1	0.000
N of Valid Cases	67		

*Pearson Chi-squared = 61.410^a, df = 16, Significance p<0.05.

*Fisher's Exact Test = 38.356, Significance p<0.05.

Table 4.19 indicates that both Pearson's Chi-square test ($p < 0.05$) and the Fisher's Exact Test ($p < 0.05$) produced a strong relationship between employees' motivation and organisation's retention strategies at Masvingo City Council in Zimbabwe. Therefore, the hypothesis is accepted. Kassa (2015:10) states that motivation plays a significant role in employee satisfaction which leads to employee retention. A motivated and engaged workforce is a major key to employee's decision to stay or leave the organisation (Mgedezi, Taga and Mjoli, 2014:2175). According to Sandhya and Kumar (2011:1778), employee retention can be attained by motivating employees through retention strategies such as career development programs, performance bonus and employee reward programs

Hypothesis 13

H₀¹³ There is a significant relationship between employees receiving regular feedback on their performance and the performance review process.

Table 4.20 Relationship between employees receiving regular feedback on their performance and the performance review process (n = 67).

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	39.145 ^a	16	0.001
Likelihood Ratio	29.298	16	0.022
Fisher's Exact Test	25.244		0.019
Linear-by-Linear Association	16.485 ^c	1	0.000
N of Valid Cases	67		

*Pearson Chi-squared = 39.145^a, df = 16, Significance p<0.05.

*Fisher's Exact Test = 25.244, Significance p <0.05.

As shown in Table 4.20, the Pearson Chi-square test value (p<0.05) and the Fisher's Exact Test value (p<0.05) indicate that there is a significant relationship between employees receiving regular feedback on their performance and the performance review process providing employees with accurate information about their strengths and weaknesses. Therefore, the hypothesis is accepted. The performance review process is considered to be incomplete unless the employee is notified about his/her strengths and weaknesses (Obisi, 2011:96).

Hypothesis 14

Ho¹⁴ There is a significant relationship between employees' performance and rewards offered at Masvingo City Council in Zimbabwe.

Table 4.21 Relationship between of employees' performance and rewards offered at Masvingo City Council in Zimbabwe (n=67).

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	21.377 ^a	16	0.164
Likelihood Ratio	23.995	16	0.090
Fisher's Exact Test	18.885		0.142
Linear-by-Linear Association	3.812 ^c	1	0.051
N of Valid Cases	67		

*Pearson Chi-squared = 21.377^a, df = 16, Significance p>0.05.

*Fisher's Exact Test = 18.885, Significance p >0.05.

In relation to Table 4.21 above, the Pearson Chi-square test value (p>0.05) and Fisher's Exact Test value (p>0.05) revealed that there is no significant relationship between employees' performance and rewards offered at Masvingo City Council in Zimbabwe. Therefore, the hypothesis is rejected. According to Gohari, Kamka, Jafar and Zohoori (2013:574) rewards have an effect on employee performance. However, fairness in the way rewards are administered across the organisation is very influential. The results of this hypothesis are inconsistent with many researchers including Zaman (2011:327) who conducted a study on the relationship between rewards and employee performance in non-profit organisations in Pakistan. The findings of his study indicated that rewards have a direct relationship with employee performance.

4.5 LIMITATIONS OF THE STUDY

The study was limited to the Masvingo City Council in Zimbabwe. Therefore, the study did not include other City Councils based in other provinces because situational factors differ. Therefore, the findings cannot be generalised to other City Councils in Zimbabwe.

4.6 CONCLUSION

This chapter outlined the analysis of the results and discussion of the findings at Masvingo City Council in Zimbabwe. Descriptive statistics were presented on talent management, employee performance and retention strategies. In addition, 14 hypotheses were tested for their statistical significance using SPSS version 24. The next chapter presents the conclusion and recommendations on the basis of the empirical findings.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The previous chapter provided a detailed discussion and analysis of the research findings. In this chapter, the conclusion is highlighted and recommendations for the study based on the analysis of the results are made. The direction for future research will also be highlighted. This study was carried out to investigate the impact of talent management on employee performance and retention strategies and it was an in-house investigation at Masvingo City Council in Zimbabwe. Since this study was conducted as an in-house investigation, the findings and recommendation are generalised to Masvingo City Council. However, the study may be of use to other researchers conducting their study in similar or related fields. In addition, this study will contribute to existing knowledge on the fields of talent management, employee performance and retention strategies.

The study employed a quantitative research methodology and a structured closed ended questionnaire was distributed to the respondents and used to collect information. Furthermore, the researcher used various secondary sources to build on the theory. The survey method was used as the target population consisted of only 72 employees and this population size was too small to select a sample. The researcher personally distributed the questionnaires to the respondents. A high response rate of 93.05% was obtained using the personal method of data collection. Thereafter, the researcher sought the service of a statistician for the analysis of the data and formulation of hypotheses.

5.2 CONCLUSION

The need to determine whether or not talent management practices have an impact on employee performance and retention strategies is what prompted this study. After a rigorous analysis, key findings emerged from the study. The findings indicated that the pressure on public sector departments to attract, develop and retain talent in today's dynamic and competitive environment is increasing. Regardless of how vast a public sector organisation may be or how exceptional the services are, it is impossible to survive in the long run without a high performance workforce. To ensure that a high performance workforce is retained, talent management and retention strategies must be put in place. The talent management practices an organisation has in place will directly have an impact on employee performance as well as their intention to stay or leave the organisation. The study further concludes that, talent management plays a vital role in ensuring that high potential and high performance employees are retained in the organisation. Thus, public sector organisations must adopt a talent mindset to remain fully and effectively operational in the long run. The findings also indicate that talent management can have a negative impact on the success of the organisation if not effectively implemented. Ineffective implementation of a talent management strategy poses a challenge on the performance and retention of key employees. Retention of core skills in the organisation and ultimately transferring these skills to other employees leads to an improvement in service delivery for public sector organisations, hence, the need for retention strategies. These findings were supported by a number of authors and literature.

5.3 RECOMMENDATIONS

Arising from the statistical analysis undertaken and the results highlighted, the following recommendations are proposed for the management at Masvingo City Council in Zimbabwe:

5.3.1 Providing adequate resources

A significant number of the respondents indicated that they did not perform well because of inadequate resources. Therefore, top management at Masvingo City council should provide adequate necessary resources for employees to use on their tasks and activities so that they can perform well.

5.3.2 Rewarding outstanding performance

It is also recommended that management at Masvingo City Council ensures that outstanding performance is awarded in the organisation. The findings indicated that a substantive response from the respondents revealed that outstanding performance was not being awarded at Masvingo City Councils. Therefore, programs should be developed and implemented at Masvingo City Council to recognise outstanding performance as a means to deter employees from leaving the organisation.

5.3.3 Providing regular feedback

Top management at Masvingo City Council should provide regular feedback to employees regarding their performance. In addition, the feedback should be accurate and have both the employees` strengths and weaknesses. The results indicated that there is a significant relationship between employees receiving regular feedback on their performance and the performance review process providing employees with accurate information about their strengths and weaknesses.

5.3.4 Implementing the 360-degree performance appraisal

Top management at Masvingo City Council should implement 360-degree performance appraisal technique. 360-degree performance appraisal enables the employee`s performance to be rated by his/her peers, clients and supervisors. Therefore, 360-degree performance appraisal can assist each employee to

understand his/her strengths and weaknesses, and to contribute insights into aspects of his/her work that needs professional development.

5.3.5 Involving employees in decision making

Management at Masvingo City Council should involve employees in the decision making process. A considerable number of respondents indicated that they were not involved in making decisions that affect their performance. Therefore, top management should allow employees to participate through joint consultation in decision making, goal setting, team work and other measures through which an organisation attempts to achieve organisational performance.

5.3.6 Training and development

The results revealed that a significant number of the respondents did not agree that they performed well because they were satisfied with what they learned. Therefore, top management at Masvingo City Council should ensure that the training methodologies employed are the ones preferred by employees. Moreover, training manuals should be simple and understandable and the delivery method should be convenient to the employees. In addition, training and evaluation should be conducted at the end of each training program to determine the effectiveness of the program delivered as well as making improvements.

5.3.7 Fostering affective attachment

The results indicated that the majority of the respondents revealed that one of the major consequences of leaving the organisation was the scarcity of available alternatives. Therefore, top management at Masvingo City Council should foster affective employee attachment through motivation and proper human resources policies to ensure that employees stay with the organisation because they want to not because they have to.

5.3.8 Retention strategies

The results indicated that majority of the respondents revealed that If they got another offer for a better job elsewhere they felt it was right to leave Masvingo City Council. Therefore, top management at Masvingo City Council should ensure that the retention strategies adopt the commitment-based approach. The essence of the commitment-based approach is to draw out employee commitment, which in turn will produce both better organisational performance and greater human development.

5.3.9 Valuing employees' input and ideas

Top management at Masvingo City Council should value the input and ideas from employees. A significant number of respondents revealed that their ideas and inputs were not valued at Masvingo City Council. Valuing the ideas and inputs of employees will entwine them to the organisation which will result in a higher retention rate. In addition, employees are motivated to perform effectively when their inputs and ideas are valued thus, employee performance will also improve.

5.3.10 Revising and improving personnel policies

Top management at Masvingo City Council should revise the human resources policies including their retention policy. Human resources policies directly influence working conditions. When they are revised and improved, it means better working conditions which leads to motivation of employees encouraging them to perform efficiently and also to remain in the organisation.

5.3.11 Employee Participation

Employee participation is not embedded in the cultural framework of the public sector and it should be more emphasised on for talent management to be successfully implemented. Employee participation results in improved decision making by broadening inputs. It also promotes the individual's commitment to the outcomes of

the decision making process, improves motivation, communication and employee engagement in the workplace.

5.4 DIRECTIONS FOR FUTURE RESEARCH

This study proposed recommendations and guidelines that can be applied to enhance employee performance and retention strategies by effectively optimising talent management. For the purpose of this study, a quantitative research design was adopted thus in the future, related research can adopt a qualitative design. In addition, this study was conducted as an in-house investigation at Masvingo City Council in Zimbabwe, therefore, future research may focus on all the City Councils in Zimbabwe and in other countries as well. This investigation did not exhaust all that can be concluded about talent management, employee performance and retention strategies thus, further research in these fields is recommended.

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Annexure A



17 Lebombo Court
65 Botanic Gardens
Musgrave
Durban

21 July 2015

Dear Respondent

ASSISTANCE: QUESTIONNAIRE COMPLETION – RESEARCH DISSERTATION

I kindly request your co-operation in completing the attached questionnaire as you are identified as one of the respondents selected from the target population. I am a registered student at the Durban University of Technology and currently pursuing the Masters in Management Sciences Degree specialising in Human Resources Management. My topic is entitled: The impact of talent management on employee performance and retention strategies – A case study of Masvingo City Council. My Supervisor is Dr. M.E. Lourens who is based in the Department of Human Resources Management at the Durban University of Technology.

You have been identified as one of the respondents of the survey. I will be most grateful if you could complete the attached questionnaire. I will personally collect the completed questionnaires. The questionnaire will take approximately 15 minutes to complete and only requires you to tick the relevant pre-coded responses in an objective manner. Please ensure that you have answered all questions. Please be rest assured that your responses will be treated with utmost confidentiality and will not be divulged to any other party. The researcher ensured that the information that you will provide will not be used for any other purpose except for research investigation only. Anonymity will be ensured in this research. Data from the respondents cannot be linked to a specific individual. Your participation is voluntary and you are at liberty to withdraw from answering this questionnaire at any time.

Your co-operation in assisting me with this important component of my study is highly appreciated and I look forward to a speedy return of the questionnaire. If there are any queries, please do not hesitate to contact me on my cell phone number below. I take this opportunity again to thank you for your kind assistance in completing this questionnaire.

Sincerely

Linah Mahlahla
Cell: 0710114348

Supervisor: DR M. E. LOURENS
Contact Details: 031-3736798

Student No. 21133352

QUESTIONNAIRE

Instructions to Respondents

- Answer all questions.
- Place only one ✓ or circle for each answer.
- Please do not leave any question/statement blank.

Section A: BIOGRAPHICAL INFORMATION

1. Please indicate your age.

1.1	Under 25	1
1.2	25 – 30	2
1.3	31 – 35	3
1.4	36 – 40	4
1.5	41 – 45	5
1.6	46 – 50	6
1.7	51 – 55	7
1.8	56 – 60	8
1.9	> 61	9

2. Please indicate your gender.

2.1	Male	1
2.2	Female	2

3. Please indicate your length of service at Masvingo City Council.

3.1	Under 1 year	1
3.2	1 – 5 years	2
3.3	6 – 10 years	3
3.4	11 – 15 years	4
3.5	16 – 20 years	5
3.6	21 – 25 years	6
3.7	26 – 30 years	7
3.8	31 – 35	8
3.9	Over 36	9

4. Please indicate your highest educational qualification obtained.

4.1	National Diploma or equivalent	1
4.2	Bachelor's Degree or equivalent	2
4.3	Honours Degree or equivalent	3
4.4	Master's degree or equivalent	4
4.5	Others	5

SECTION B

5. In respect to talent management, which of the following statement best describe your response?

Please indicate the extent to which you agree or disagree with the following statements by ticking one number for each question.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5.1	Talent management is implemented successfully in this organisation to advance employees.	1	2	3	4	5
5.2	I feel empowered to take responsibility of my personal development.	1	2	3	4	5
5.3	My inputs, suggestions and ideas are valued.	1	2	3	4	5
5.4	I have an idea about my career plan in the next 12 months in the organisation.	1	2	3	4	5
5.5	This organisation attracts highly talented employees.	1	2	3	4	5
5.6	I am satisfied with my chances of promotion.	1	2	3	4	5
5.7	This is a good place for training and development.	1	2	3	4	5
5.8	I understand my role and how I can help the organisation to achieve its aims.	1	2	3	4	5
5.9	I am satisfied by the organisation's personnel policies.	1	2	3	4	5
5.10	My manager supports my personal development so that I can reach my full potential.	1	2	3	4	5

6. In relation with employee performance, which of the following statements best describes your response?

Please indicate the extent to which you agree or disagree with the following statements by ticking one number for each question.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
6.1	I receive regular feedback on my performance.	1	2	3	4	5
6.2	I am motivated to contribute more than is usually required.	1	2	3	4	5
6.3	I am involved in decision making that affect my performance.	1	2	3	4	5
6.4	The performance review process provides me with accurate information about my strengths and weaknesses.	1	2	3	4	5
6.5	In the organisation, people are rewarded for outstanding performance.	1	2	3	4	5
6.6	I always reach my performance target.	1	2	3	4	5
6.7	Poor performance is adequately managed.	1	2	3	4	5
6.8	I perform well because I am satisfied by what I earn.	1	2	3	4	5
6.9	I cannot perform well due to a lack of resources.	1	2	3	4	5
6.10	I perform well because I have a supportive supervisor.	1	2	3	4	5

7. In respect to retention strategies for employees, which of the following statement best describes your response?

Please indicate the extent to which you agree or disagree with the following statements by ticking one number for each question.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7.1	I rarely think about leaving this organisation to work somewhere else.	1	2	3	4	5
7.2	The organisation's culture helps to retain employees.	1	2	3	4	5
7.3	Given the opportunity, I tell others great things about working here.	1	2	3	4	5
7.4	There are measures to retain employees in this organisation.	1	2	3	4	5
7.5	At this point, remaining with my organisation is a matter of necessity as much as desire.	1	2	3	4	5
7.6	One of the major consequences of leaving my organisation is the scarcity of available alternatives.	1	2	3	4	5
7.7	If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation.	1	2	3	4	5
7.8	One of the major reasons that I continue working for this organisation is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here.	1	2	3	4	5
7.9	The retention strategies in this organisation are satisfactory.	1	2	3	4	5
7.10	I see myself within the organisation in the next 5 years.	1	2	3	4	5

Thank you for your cooperation.

ANNEXURE C

17 Lebombo Court
65 Botanic Gardens
Durban, 4001
South Africa

13 August 2015

The Town Clerk
Masvingo City Council
P O Box 17
Masvingo
Zimbabwe

Dear Sir

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH

An Informed Consent is hereby requested to conduct research at Masvingo City Council. The research I wish to conduct for my Master's Dissertation is entitled: "The Impact of Talent Management on Employee Performance and Retention Strategies at Masvingo City Council in Zimbabwe". To achieve the objectives of my study, I am kindly requesting your permission to administer a structured questionnaire to your employees.

I am currently studying a full time Master's Degree in Management Sciences specialising in Human Resources Management at the Durban University of Technology.

You are assured that data collected will be treated with utmost confidentiality and will not be divulged to any other party. Furthermore, the results of this research are for statistical purpose only and the summary of the results will be disclosed to you.

Therefore, it will be greatly appreciated if my request to conduct research in your reputable organisation is granted.

You can contact me at linahtanya@gmail.com, 0027 71 011 4348 or contact my supervisor DR M.E Lourens at melaniel@dut.ac.za or 0027 31 373 6798.

Thank you in anticipation.

Yours faithfully

Linah Mahlahla

City Of Masvingo

+263 39 262431/4
Fax No + 263 39 262257

townclerkdept@masvingocity.co.zw

All Communications Should Be
Addressed to
THE TOWN CLERK
P O Box 17
MASVINGO

Our Ref MM/tm/research



Town Clerk's Office
City Council Offices
Civic Centre
Masvingo
Zimbabwe

22 September 2015

To whom it may concern

We refer to a letter dated 6 July 2015 in which Linah Mahlahla expressed interest in conducting research entitled "*The Impact of Talent Management on Employee Performance and Retention Strategies: A Case study on Masvingo City Council, Zimbabwe*" in fulfillment of a Masters degree in Human Resources Management with Durban University of Technology.

There are no objections to her study and if her proposal is approved, Masvingo City Council will be willing to work with her.

Yours faithfully



V. Shonhai

Acting Chamber Secretary

Cc: file

