

DURBAN UNIVERSITY OF TECHNOLOGY

**THE ROLE OF TALENT RETENTION AS AN EMPLOYEE MOTIVATOR IN THE FAST-
MOVING CONSUMER GOODS INDUSTRY**

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AUGUST 2023



**THE ROLE OF TALENT RETENTION AS AN EMPLOYEE MOTIVATOR IN THE
FAST-MOVING CONSUMER GOODS INDUSTRY**

Submitted in fulfilment of the requirements of the
Master of Management Sciences
Specialising in
Human Resources Management
In the
Faculty of Management Sciences
At the Durban University of Technology

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AUGUST 2023

APPROVED FOR FINAL SUBMISSION

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Date: 1 August 2023

ABSTRACT

The fast-moving consumer goods (FMCG) industry is a highly competitive and progressive sector where companies must attract and retain the best skills to remain relevant and successful. In this ever-changing, modernizing world, organizations are compelled to keep up with trends on how to manage employees, motivate, and retain them. This study aimed to investigate the extent to which talent retention strategies can be contributory factors to employee motivation, which positively influences the employee's intention to stay with the organization. This study explored various talent retention strategies and tested their impact on employee motivation, using a series of analytical tests. An exploratory approach was used with a non-probability sampling design, specifically judgmental sampling was used as respondents chosen for this study were based on specific characteristics. Since the research design of this study is quantitative, a structured questionnaire was sent to 130 respondents, of which 124 respondents successfully completed the questionnaire. The results showed that there were gender inequalities in the workplace. Furthermore, employee participation had an influence on employee motivation. Compensation and benefits, training and development, and work-life balance did not have an influence on employee motivation, amongst other interesting findings. These findings are relevant to the FMCG industry and contribute to the existing framework of knowledge.

DECLARATION

I, Kavetha Manowah, declare that this dissertation is my own independent research work. I confirm that I have acknowledged all citations and references in this study. This dissertation is being submitted for the Degree of Master of Human Resources Management in the Faculty of Management Sciences, Durban University of Technology, KwaZulu-Natal, South Africa. None of the work submitted here has been presented previously for any degree or examination at any other University.

Kavetha Manowah

Dr Pauline Ngo Henha /Eyono

DEDICATION

This research dissertation is dedicated to my parents, Mrs. D Manowah, and the late Mr. D Manowah, whose constant blessings, guidance, and support have made this accomplishment a reality.

ACKNOWLEDGEMENTS

I wish to express my sincere gratitude to those who have assisted me in completing this study.

My heartfelt gratitude to my mum who has raised me to be independent and fearless. Your selfless and constant support is unmatched.

To my dad in Heaven for his constant blessings and guidance.

I thank God who is always at the center of all facets of life and giving me the strength and courage to complete this study.

To my husband, Mr. Akash Ramcharan for your selfless support through this journey. Your dedication, support, enthusiasm, and kindness are infectious, admirable and beyond compare. Thank you.

To my daughters, Avatari and Ruhani Ramcharan, who you gave me all the inspiration I needed to pursue and complete this study. Thank you for being such understating, kind, caring and supportive children at such a young age.

My supervisor, Dr. Pauline, has been a constant reminder of how hard work and dedication can achieve amazing results. Thank you.

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ABBREVIATIONS

AVE	Average Variance Extracted
CD	Career Development Opportunities
Cmindf	Collection Minimum Document Frequency (Cmindf)
CB	Compensation and Benefits
CFA	Confirmatory Factor Analysis
CR	Critical Ratio
DF	Document Frequency
EM	Employee Motivation
ERC Model	Employee Retention Connection Model
EVP	Employee Value Proposition
EFA	Exploratory Factor Analysis
KMO Table	Kaiser – Meyer – Olkin Table
FMCG	Fast-Moving Consumer Goods Industry
GDP	Gross Domestic Product
IFI	Incremental Fit Index
IREC	Institutional Research Committee
IBM	International Business Machines Corporation
MM	Measurement Model
MSV	Maximum Shared Square Variance
NDP	National Development Plan
PM	Performance Management
RR	Rewards and Recognition

RMSEA	Root Mean Square Error of Approximation
SD	Standard Deviation
SPSS	Statistical Package for the Social Sciences
STATSSA	Statistics South Africa
SEM	Structural Equation Model
TD	Training and Development
TLI	Tucker-Lewis Index
VIF	Variance Inflation Factor
WLB	Work-Life Balance

CHAPTER ONE:

BACKGROUND AND OVERVIEW OF THE STUDY

1.1 INTRODUCTION

At present, talent retention is considered one of the most crucial assets, greater than other resources like land and capital in an organization (Aruna and Anitha, 2015: 94). As a result of upward movement and responsiveness, establishments regardless of the size and categories (whether big, small, public or private) are aware of the necessity for talent retention. The daily developments in today's environment have increased the forfeiture of talent. As opined by Tanwar and Prasad (2016: 187), this is causing many establishments to lose a larger percentage of their respected employees over time. The current study was motivated by a rising apprehension over the loss of vital talents in present-day organizations. This influenced the researcher to study talent retention strategies in the Fast-Moving Consumer Goods Industry (FMCG).

Pawar and Charak (2017: 3) indicated that the Fast-Moving Consumer Goods industry is a rapid and ever-changing environment where skilled employees are crucial to ensure a successful operation. A high employee turnover rate is an expensive issue that can unfavourably influence an organization and its population, lower efficiency and create an antagonistic environment. Employee turnover is the biggest threat to employers both in the global and local markets. In South Africa, organizations compete to attract and retain the finest skills in an environment characterized by an expanding skills scarcity.

It is pertinent to ensure the retention of talent to avoid its loss where competence is promoted in the novice and knowledge is re-used when needed, whether after the demise, sickness, voluntary resignation, or termination of appointment of the experts possessing such talent.

1.2 THE FAST-MOVING CONSUMER GOODS INDUSTRY

Stewart and Niero (2018:1005) state that FMCG is an acronym for the fast-moving consumer goods industry, one of the largest in South Africa. This industry manufactures, distributes and markets products that are required regularly and available immediately at a local store. These products usually do not require any shopping effort and are purchased to be consumed immediately. Some of these products include bread, maize, and flour. The primary activities of this industry include operations, supply chain, production, and the general management of the business. Statistics (StatsSA2022) indicate that the FMCG sector contributes approximately 25% to the national gross domestic product (GDP), and significantly attracts investment opportunities to grow and sustain the economy. It further employs approximately 2.5 million people, or 16% of the national labour force, making it one of the largest employers in the country. Makaleng and Hove-Sibanda (2022:3) mention that due to the immensity of the sector, the FMCG companies must ensure that they possess the right talent and skills at the right time to build and sustain operational excellence and innovation to remain relevant and be the employer of choice.

In this study, the researcher has specifically focused on the impact of talent retention on employee motivation, using Premier FMCG (Pty) Ltd as a case study.

1.3 BACKGROUND TO THE STUDY

Truxillo, Cadiz and Hammer (2015: 352) explain that many organizations are facing challenges related to talent flow, managing different generations of employees, and a shortage of needed competencies and strategies to retain gainful talent in the organization. Similarly, they encounter difficulties in imparting knowledge to different generations of employees because of the deficiency of strategies to impart experience and workplace competencies. Truxillo *et al.*, (2015) suggest that employers can invest in their employees through mentoring, coaching, and training if they are to ensure the retention of talent in the establishment.

Organizations that are unable to retain employees with multi-talent ideas may perceive a decline in their operational service to their clients, thus increasing operational costs and compromising on innovation and creativity. This can also lead to an increase in employee turnover and lower employee morale, which will negatively affect the organization's ability to be relevant in the industry (Truxillo *et al.*, 2015: 355).

McQueen and Janson (2016: 202) opine that the impacts of organizational challenges are decreased employment opportunities; an increased personal responsibility to keep up with these changes; current skill shortages and demands for retaining talented and skilled staff. This is also a recurring challenge in South Africa as the unemployment rate is rapidly increasing, with the current level at 29.04% (Statistics South Africa 2020:16). Even though industries are making efforts to address the concerning level of unemployment in the country by encouraging innovation amongst the workforce, offering training and development opportunities to employees and the public and adopting other talent retention techniques, there still seems to be a void in unemployment that grows exponentially. These efforts have not convincingly contributed to the growth of the economy as employers struggle with aligning the business with talent retention strategies and finding common ground where these strategies feed into the success of the organization.

Each person who forms an organization has the responsibility for sustaining it (Kurland, 2017: 519). Economic reformation can better be achieved where the role of key players and experts can be called into play (Bango, Ndiweni, Galloway and Verhoeven, 2018: 2). The basic idea is to design the values of improving the competence of the employees on the basic way of delivery and to work on smoothing the gaps to meet the prevailing needs of people to produce a new service that is yet to be met, using the power of knowledge and innovation, thus ensuring that employees are motivated and that the skills are retained in business, thereby ensuring sustainable growth (Bedman, 2018: 68).

Oyekunle and Sirayi (2018: 226) agree that businesses in South Africa are experiencing many challenges with sourcing the right candidate at the right time and at the right price. Organizations need to realize that key aspects such as an effective rewards system, job security, a safe working environment, good organizational values and culture are in place to attract the appropriate candidates.

According to Marinakou and Giousmpasoglou (2019: 3856), talent retention is the organization's ability to retain skilled, value-adding employees at any level in the organization for an extensive period. Previously, organizations focused on retaining executives, but now many have realized the importance of other levels of people in the organization who are invaluable.

Harsch and Festing (2020: 43) agree with Marinakou and Giousmpasoglou (2019: 3856), stating that organizations are not just recruiting the best talent from the industry but have become poachers of talent. Executives are now mindful of the realization that there is a clear link between talent retention and organizational strategy to achieve organizational success and remain competitive. They must ensure that the organization has the right skills and competencies in crucial jobs for the effective actualization of business strategy. As talent retention is vital to organizations, the effects of the economic downturn have created the need for organizations to invest in committed employees, as well as to remain present in the commercial world where the economic slowdown is rife with competition (Harsch and Festing, 2020: 45).

Despite the enormity of the Fast-Moving Consumer Goods industry, it is still faced with the challenges of retaining its best employees and preventing them from being headhunted by competitors. Premier FMCG is no different and falls within the same fighting ring, where it is faced with the risk of losing its key employees to competitors, thereby losing market share. It strives to be an employer of choice but often faces the reality of skills shortages and random failed efforts to retain the best talent. A sound retention strategy and employee progression planning can be a catalyst for change within the FMCG industry. Those businesses failing to follow a proper employee retention plan may find themselves irrelevant in this sector. However, those that recognise that a business must align itself with modern cultural expectations where employee value is a focal point will find themselves amongst the leaders in the sector and a cut above the rest.

The findings of this study will power the understanding and awareness of an organization on talent retention, how it motivates employees and improves the competence of their employees. This study seeks to demonstrate that talent retention is a healthy component of any organization but is not a one-size-fits-all solution to ensure that skilled employees remain loyal to the organization. Plans must be secured to suit the different needs and desires of skilled employees to ensure that they remain with the organization, thereby propagating growth for both the organization and employees.

1.4 DEFINITION OF TERMINOLOGY

The following concepts are defined to enable and ease the understanding of the various terminology used in this study.

1.4.1 Talent

Talent, according to Makram, Sparrow and Greasley (2017: 259), is an instinctive and exceptional skill that a person possesses. It is a true propensity that a person is born with. For the purpose of this study, talent is the effort to influence the attitude and behaviour of employees in order to accomplish certain goals.

1.4.2 Talent Retention

Talent Retention refers to the procedures put in place to keep skilled and competent employees in the organization (Marinakou and Giousmpasoglou, 2019: 3856). The retention of an employee is incredibly significant for the success of an organization or a company. Employees are considered to be the most valuable asset of an organization and the value of a resource increases with time. Talent retention is the most valuable approach to preserving valued employees and sustaining a positive employer-employee bond (Fragouli and Alhaider, 2020: 307).

1.4.3 Employee Motivation

Employee motivation is the height of commitment, energy and innovation that a company's staff hold during the working day (Duarte and Lopes, 2018: 746). Without it, businesses may encounter decreased productivity, a lower level of production and other issues that can inhibit businesses from reaching their core objectives. Even though employee motivation is not an easy task to initiate, workplace leaders need to foster and monitor their employees to ensure that tasks assigned yield the desired result.

1.5 PROBLEM STATEMENT

Healey (2013: 1510) notes that organizations of today are not winning in their endeavours due to knowledge loss, ideas, or talents, as well as a lack of relevant information to make decisions. Stromquist and Monkman (2014: 3) note that situational happenings such as sudden death, illness, fraud or the relocation of people from one place to another call for the attention of an organization to retain talent amongst the existing brilliant employees before their departure as this can damage the organization.

Cloete (2015: 517) explains that employee turnover is the biggest threat to employers both in the global and local markets. In South Africa, organizations compete to attract and retain the finest skills in an environment characterized by expanding skills scarcity. In the opinion of the author, organizations today are suffering from talent shortages. The effect of this has been to become progressively persistent for the FMCG industries. In FMCG organizations, employees' performance plays an essential part in the organization's success especially now that the business vicinities had turned into an extremely competitive market.

Despite the economic downturn, employee turnover is still the largest issue in any organization (Anand, Kothari and Kumar, 2016: 5). The consequences of turnover are likely to be more prevalent in organizations where critical skills are essential for quality output, where replacement is very costly, and where turnover is disruptive to both the workforce and employer, which is demoralizing to the workforce and has lasting reputational damage.

The State of the eThekweni Economy (2016:51) explains that cities remain competitive with one another, ensuring that they remain competitive with the global market and thereby ensuring opportunities to attract skilled employees and enhance their economic hub. Since the implementation of the Economic Growth Strategy in 2008, international, national and local conditions have changed. Therefore, local economies must ensure that they build up the economic area and the quality of life for all.

The eThekweni area is perceived as a hub that contributes positively to the manufacturing, finance, trade and transport sectors. People from all areas are influenced by these factors and are attracted to this metropolis (Khumalo and Sibanda, 2019:3). The city, however, must cope with this demand and grow its economy with the variety of skills, knowledge and opportunities that this phenomenon brings.

In the observation of Ogony and Majola (2018: 77), it is obvious that in the labour market, organizations are incessantly challenging each other to retain talent. Talent retention has turned out to be one of the bigger worries for corporate entities in this present-day situation. Once people are trained, they tend to leave organizations for better opportunities, a rewarding salary, a better working atmosphere, and other factors that can prompt an operative to look for a change. The FMCG industry is not immune to this as the issue is equally prevalent at all levels of management. The key factor that determines the success of any organisation is its people. When a talented employee conveys his desire to move on, the management has to mediate promptly and discover the precise reasons leading to the decision of leaving the organisation. Industries must consider the economic activities of their environment and competitiveness to identify strategies to retain their employees, and attract the best-fit candidates, thereby securing the sustainability of the organization.

1.6 THE AIM OF THE STUDY

This study aims to investigate the extent to which the talent retention strategies of the FMCG sector can be contributory factors to employee motivation.

1.7 OBJECTIVES OF THE STUDY

Pickard (2013:44) explains that an objective (s) of a research project defines what the study intends to accomplish. Therefore, the following objectives have been crafted for this research.

- To assess the level of motivation amongst employees at a FMCG company;
- To determine if a talent retention strategy is executed at a FMCG company;
- To assess if talent retention strategies such as compensation and benefits, rewards and recognition, training and development, work-life balance, career advancements opportunities, performance management, employee participation, and work environment influence employee motivation;
- To investigate whether FMCG employees differing in biographical profiles (age, race, gender and education qualification) differ on the perceived role of talent retention on employee motivation.

1.8 RESEARCH QUESTIONS

Alvesson and Sandberg (2013:10-11) describe research questions as a subject that the study intends to answer. It defines a clear path that the study will take. These questions are derived from the research objectives and must be researchable, can contribute to existing knowledge, and tackle social problems in some way with a view to making a difference in society. Taking this theory into account, the research questions are as follows:

- What is the level of motivation of employees at an FMCG company?
- How effective is the influence of talent retention strategies on employee motivation at an FMCG company?
- To what extent are employees able to perceive the talent retention strategies employed in their workplace?
- How well can talent retention strategies best encourage and motivate employees?
- What effect did the biographical data of FMCG employees have on their perception of talent retention and employee motivation.

1.9 HYPOTHESIS

Heinzem (2020) explains the hypothesis to be an explanation that is made by the researcher on the evidence and observations that are available. The hypothesis is a statement that recommends a connection between variables and is instrumental in guiding the testing of this connection, guiding the research process, and then drawing conclusions. The hypothesis also provides the researcher with a framework in which to test the assumptions and theories, wherein the researcher is assisted to identify gaps in the current knowledge and inform future research. Thus, the following hypothesis has been drafted for this study.

H1: Compensation and benefits will positively influence employee motivation.

H2: Rewards and recognition will positively influence employee motivation.

H3: Training and development will positively influence employee motivation.

H4: Work-life balance will positively influence employee motivation.

H5: Career development opportunities will positively influence employee motivation.

H6: Performance management will positively influence employee motivation.

H7: Employee participation will positively influence employee motivation.

H8: Work environment will positively influence employee motivation.

1.10 SIGNIFICANCE OF THE STUDY

Anderson, Potočnik and Zhou (2014: 1297) explain that the significance of a study is used to explain why the research is needed, why is it important, and outlines the contribution that the study sets out to make. The Fast-Moving Consumer Goods industry is a rapid and ever-changing environment where skilled employees are required as a key factor in developing the economy in today's contemporary world.

Thiriku and Were (2016:154) state that due to global and local talent shortages, organizations have been forced to pursue new ways to attract and retain the best talent in order to ensure that they stay ahead in the market. Das and Baruah (2013:14) posit that talent retention strategies such as compensation, career planning, staff work schedule and working conditions motivate employees and increases their willingness to work.

Organizations thus focus their attention on the success of their retention strategies, which is measured by their employee turnover rate, rather than the satisfaction of their employees and what can be done to motivate them (Abdullah, Samikon, Al-Suraihi and Ibrahim, 2021:8). The role of motivation theories and its impact on talent retention has been widely researched and there are many authors who have contributed extensively to this subject, yet the subject of talent retention and its impact on employee motivation has not caught the interest of researchers in the talent management field (Hee and Rhung, 2019:882).

Talent management is not a subject extensively studied, which means that there is a lack of strategic talent management practices in the absence of empirical studies on this highly effective subject matter. Irabor and Okolie (2019:93-114) agree that the effect talent retention has on an employee's motivation has been neglected by research.

Younas, Athar, Akhtar and Sawati (2020:1923) share the same view that for organizations to propel in the business world and remain competitive, they should focus strategically on how employees are motivated through talent retention practices which, if implemented wisely, can yield long-term positive results for both the employee and the organization. Thus, more exploration is required to provide meaningful literature on the subject. It is against this current background that the significance of this study is to provide empirical findings that will make valuable contributions to the FMCG industry on how talent retention impacts employee motivation and bridges the gap between practitioners and academics, but also the theoretical gap between talent retention and employee motivation.

1.11 SCOPE OF THE STUDY

The scope of a study is a brief statement that specifies the extent to which the research will be explored and defines the boundaries within which the study will operate. It provides clear guidelines on the subject that will be researched (Hellzen, Haugenes and Østby, 2018: 6).

The scope of this study is within the confines of the Fast-Moving Consumer Goods industry: A case study on Premier FMCG. Premier operates 13 bakeries, 7 wheat mills, 3 maize mills and manufacturing plants across the region, producing a broad range of sugar confectionery products, feminine hygiene products, biscuits, animal feeds, pasta and mageu. These products are distributed to customers via 21 distribution depots situated in South Africa, Eswatini, Mozambique and Lesotho. Premier also has a Lil-lets sales office situated in the UK. Employees at the bakery, mill and personal care manufacturing plants will participate in this study.

1.12 LITERATURE REVIEW

In the hyperactive competitive world of Fast-Moving Consumer Goods, these are classified as products that can be easily produced, retailed swiftly, and consumed. These products are non-durable and sold at a low cost. These companies rely on slender profit margins, competitive branding and global reach. In this highly pressurized and competitive environment, organizations manage to focus their energy on organizational cultures that will give them the edge to develop, attract and retain the best talent in the industry (Akhtar and Malik, 2015: 102).

1.12.1 Talent Retention

Mabika (2016: 18) defines talent retention as premeditated efforts by the organization to develop and maintain an environment conducive to high levels of employee engagement which will preserve competent individuals in the organization and prevent them from leaving. These efforts should be developed to be gainful to the employee as well as the organization, whilst being mindful of the reasons for turnover.

Tlaiss, Martin and Hofaidhllaoui (2017: 426) agree that the actual driver for retaining talent may not be well understood, and therefore various factors are linked to talent retention such as favourable compensation, employee engagement, training and development opportunities, the nature of the job, proper performance management systems, retirement and medical benefits. When these factors are considered with an alignment of business goals, it can lead to initiative-taking and productive employees, which will drive the organization to great heights.

Nainaar and Masson (2018: 39) observe that many workplaces and organizations are concerned with retaining a talented workforce in their establishment, particularly because of the need to contribute to economic growth, employment opportunities, innovation and poverty eradication. According to Nainaar and Masson (2018), business leaders can sustain operative talent management through a reward scheme while motivating employees to have passion for their work and acknowledging their effort.

Undertaking this strategy can assist management, business executives and employees to reduce voluntary turnover and retain talent in the workplace. Scholars agree that due to the challenges faced with the retention of talent, organizations are looking beyond remuneration and focusing on other factors such as work culture, employee-employer relationship, career growth, work-life balance, to name a few, in order to create a proposition that will be valued by employees (Salau, Osibanjo, Adeniji, Ojebola, Oludayo, Falola and Atolagbe, 2018:1908). Organizations are now using the Employee Value Proposition (EVP) as a strategic tool to attract and retain employees. It has been shown that the employee value proposition has had a positive impact on job performance if the model emulates key elements such as company position, career growth, ethical culture, and rewards and flexibility. Employee engagement is a fundamental factor to align employee efforts together with change management and capacity building (Salau *et al.*, 2018). Khodakarami and Dirani (2020: 81) agree that employee engagement has been a contentious topic amongst organizations and how they use this tool to attract and retain the best talent.

1.12.2. Talent Retention Strategies

Ansar and Baloch (2018:176) note that with the economic uncertainty faced by many, establishing a vigorous talent pipeline is a key focus area and a crucial discussion point at every boardroom table. Armstrong (2021) agrees that in the quest to keep ahead and remain a key competitor in the market, a skilled and sought-after workforce is the difference between organizations that survive and those that do not. An absence of methods to retain talented individuals stifles their development and forces them to seek this satisfaction elsewhere. Organizations, therefore, are hastily looking to adopt methods that will eradicate turnover and increase employee engagement and productivity (Jehanzeb and Mohanty, 2018).

Hanif and Yunfei (2013:2827) explain that organizations tailor talent retention strategies that are complex, broad-based, or both, to ensure maximum benefit. Such strategies include compensation and benefits, talent and development, career advancement opportunities, benefits, and work-life balance. Implemented effectively, these strategies yield great results in terms of improving the work environment for employees, increasing employee motivation and cementing the organization's performance in the market, becoming a key leader amongst competitors.

1.12.3. Employee Motivation

Employee motivation is an internal drive that is ignited by external forces, resulting in positive behaviour towards achieving goals (De Sousa, Sabbagha, Ledimo, Martin, 2018). Li and Wen (2019) concur that motivation signifies the qualities within a person that impact his or her direction, intensity and perseverance of voluntary behaviour. The first element of motivation is the direction, which refers to the route by which people wish to engage their efforts, signifying that motivation is goal-directed and not a random knee-jerk reaction.

Khodakarami and Dirani (2020: 81) elaborate on the intrinsic and extrinsic motivation factors, which are key to motivation and performance. Intrinsic motivation as described by Conrad, Ghosh and Isaacson (2015: 95) is that which is derived internally from the person and is inspired by the experiences that connect with personal drivers. These experiences are therefore interesting and enjoyable and create excitement for the job, with personal accomplishment and satisfaction. Therefore, intrinsic motivation occurs when activities align with personal goals, orientation, values and attributes, and enhances both performance and productivity. Delaney and Royal (2017:129) explain that extrinsic factors that are derived from the external environment and behaviour are thus influenced by outside factors such as social norms, promises of rewards and remuneration, and peer influence and are focused on the value of the activity and not the activity itself. These factors are also important to steer attention to the achievement of organizational goals. For extrinsic factors to work effectively, there must be clear guidelines on the expectation of the incentive and rewards for the job done, and these measures must be clearly understood.

There is little room for false expectations. Ott, Tolentino and Michailova (2018) agree that highly motivated employees are an asset to any organization as they increase productivity and are goal-driven and innovative. Demotivated employees are less productive and can be disruptive in the organization. It is thus important to understand the drivers behind motivation and the mechanisms that can be added to ensure that motivated employees are managed according to their individual needs. For organizations to test their ability to attract and retain the best talent, their approach to continuous improvement must be established. Measures for the successful implementation of retention strategies are through acquiring statistics and keeping abreast of the current climate, together with embracing technology and its effects on jobs and the future of employees. Considering the above, it is evident that talent management is instrumental as a fundamental tool to engage, inspire and motivate employees to ensure talent retention.

The investigator has the understanding that through failing, the institutions or establishments have been mislaying valuable talent with personnel shifting jobs, retiring and parting from the Fast-Moving Consumer Goods industry. When employees leave a working system, the organizations lose an awe-inspiring expanse of appreciated talent, nonetheless it is the utmost good asset to fare (Chiat and Panatik, 2019: 12). Tactical talent slips away via the departure of employees, reshuffling in an organisation, migration, job rotation and change in status as connoisseurs are movable as a result of changing labour relations (Liu, Chow and Zhao, 2020: 532).

1.13 RATIONALE FOR THE STUDY

Cloete (2015: 517) explains that the operational demand for skilled employees is high in today's world of business, but it is disappointing that many organizations have not adopted modern methods to attract and retain their skilled employees.

Smit, Stanz and Bussin (2015: 4) agree that businesses in South Africa are experiencing many challenges with sourcing the right candidate at the right time and the right price. Businesses are facing a skills shortage and compete with one another for the best. Organizations need to realize that key aspects such as effective rewards systems, job security, a safe working environment, good organizational values, and culture are in place to attract the appropriate candidates.

It is then vital that when the appropriate talent is employed, the organization implements strategies to preserve this talent. Thus, this study seeks to add value to the existing knowledge of talent retention and employee motivation and increase awareness amongst organizations on the concept of talent retention and its impact on employee motivation.

1.14 RESEARCH METHOD AND DESIGN

Ørngreen and Levinsen (2017: 73) describe research methodology as the approach employed for solving the research problem. It is the route that researchers must follow in conducting their research.

Bryman and Bell (2016:13), for the purposes of this research, advise that the deductive approach is used. The relevant hypothesis has been developed to construct a structure that will be analysed to produce the data analysis. Relevant theories have been applied that link to the data and therefore the positivist paradigm is relevant. The research design is quantitative and a questionnaire consisting of structured closed ended was sourced as the most appropriate data collection method. The purposive sampling method was the most suitable for this research as it is simple, time efficient, cost-effective, and will allow the researcher to achieve proper results as the respondents have been specifically chosen based on key attributes (Bryman and Bell, 2016).

1.14.1 Primary Data

According to Creswell and Creswell (2018: 114), primary data is obtained from direct observation of the phenomenon under investigation or is collected personally. For this study, a closed-ended structured quantitative questionnaire (Appendix C) is the data-gathering instrument that will be used to gather the data.

1.14.2 Secondary Data

Ruan and Zhang (2017: 12) state that secondary data refers to the information collected by individuals or organizations other than the researcher. Phonthanukitithaworn, Naruetharadhol and Ketkaew (2017: 3) add that secondary sources are those that do not bear a direct physical relation to the event being studied. Secondary data for this study was sourced from journal articles, related textbooks, the internet, media articles, government publications, periodicals, and other dissertations and theses.

1.14.3 Research Design

Rahman (2017: 105) explains that research is a scientific and systematic quest for pertinent information. Quantitative methods emphasize objective measurements and the statistical, mathematical or numerical analysis of data collected through polls, questionnaires and surveys, or by manipulating pre-existing statistical data using computational techniques. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or explaining a phenomenon. Bolondi, Branchetti and Giberti (2018: 38) agree that quantitative research generally includes the generation of hypotheses; the development of instruments and methods for measurement, such as the close-ended structured questionnaire; followed by the collection of empirical data; and the modelling and analysis of the data. For this research, the quantitative research design was employed.

1.14.4 Target Population

According to Stuart, Bradshaw and Leaf (2015: 477), a target population has varying characteristics and can be defined as the entire group of individuals or objects in which researchers are interested in simplifying the conclusions. The target population for this study comprised 130 employees. The target population was obtained from the payroll system of the company, and consisted of supervisors, managers, senior managers, millers and artisans in the bakery, mill and Home and personal care business units in the KwaZulu-Natal region.

1.14.5 Sampling Procedure

Wiid and Diggines (2013: 237) explain that surveys would be meaningless and incomplete without accounting for the respondents they are aimed at. The best survey design practices keep the target population at the core of their thought process. Sharma (2017:749) mentions that sampling methods are classified as either probability or non-probability. In probability samples, each member of the population has a known non-zero probability of being selected. In non-probability sampling, members are selected from the population in a non-random manner. A non-probability sampling design, specifically purposive, judgmental sampling, was used in this study to ensure that employees on the list are chosen based on the defined characteristics required for the study.

1.15 MEASURING INSTRUMENT

In the quantitative research design, a closed-ended structured questionnaire was used to collect the data from the selected sample respondents. The questionnaire comprised following, namely a covering letter assuring respondents of their anonymity and a consent form. The questionnaire was developed taking into consideration the guidelines provided by Salmons (2019: 67), which include closed-ended questions, conciseness, and unambiguity, using a justified sequence and ensuring that the questions are appreciable to all respondents. The 5-point Likert scale format was used to allow the respondents to indicate the extent to which they agree or disagree with a series of statements about a given main theme (Wang and Krosnick, 2020: 170). The questionnaire was delivered to 130 respondents, and 124 respondents willingly participated.

1.16 PRE-TESTING

The purpose of a pilot study is to refine the questions on the questionnaire to ensure that there is no ambiguity or bias so that the measuring instrument is fine-tuned for data collection. For this study, 5 homogeneous respondents who did not form part of the sample respondents participated in this study and were randomly selected to test the questionnaire. These respondents provided valuable feedback on the corrections, such as spelling errors and rephrasing of some questions to enable a clear understanding of the questionnaire.

1.17 VALIDITY AND RELIABILITY CONSTRUCTS

Validity and reliability are used to determine the quality of the research project. These concepts are used to accurately measure the constructs within the study, adding credibility and substance to the study (Creswell, 2018: 154).

1.17.1 Validity

Validity is the extent to which an instrument measures what is it expected to measure and accomplishes what it is designed to accomplish (Dennis, 2018: 109). The validity of the questionnaire was assessed by an expert statistician before it was disseminated to respondents.

1.17.2 Reliability

Reliability is the extent to which results can be reproduced when the research is repeated in the same conditions over time, assessed across various participants and across parts of the test itself (Ros and Ruiz, 2016: 42). Reliability must be considered throughout the research process and the tool or method used to collect data must be accurate, stable and reproducible. There are three types of reliability. The first is test-re-test reliability, which is the extent to which a theory is measured, and its results are assumed to be consistent across time, then the scores obtained should also be consistent across time as well. The second type of reliability is internal consistency, which is the consistency of people's responses across the items on a multiple-item measure. Typically, all items on such a measure are supposed to reflect the same underlying theory so that people's responses should be the same on those items. The third type of reliability is Interrater Reliability, which is the extent to which different observers are consistent in their judgement.

Pettersen and Schulman (2019: 461) state that in order to assess the reliability of a measure of a concept, the procedures of the measure must be replicable by someone else. On completion of the survey, the reliability of the scale was recognized by computing the coefficient alpha (Cronbach's alpha).

1.18 METHOD OF DATA COLLECTION

Data was collected via a structured questionnaire (Appendix C). The researcher delivered the questionnaire with a letter of information (Appendix B) to the participants using the personal method of data collection. According to Diwakaran, Perumal and Vimala Devi (2019: 3302), this method provides a high response rate compared to other methods. The selected sample respondents were asked to return the completed questionnaires within 7 days. The researcher converted the data received from the questionnaire in an easy-to-understand format to be analysed.

1.19 ANALYSIS OF DATA

The responses to the closed-ended structured quantitative questionnaire were captured to form a data set. Thereafter, the responses were analysed using the latest version of the Statistical Package for the Social Sciences (SPSS) version 28 for Windows. The SPSS 28 also facilitated the use of the appropriate statistical tests for the empirical analysis. Maree (2016: 84) informs that the statistical analysis consists of two categories, namely descriptive statistics and inferential statistics. The initial data was analysed into descriptive statistics that were presented using a series of tables. Descriptive statistics were used to analyse the composition and characteristics of the census and should be well organized and summarised for the data to be presented in the figures. ANOVA is the inferential statistical test that was used to measure demographic variables such as age, race, gender, designation, type of employment contract, educational level, and length of service.

1.20 ETHICAL CONSIDERATIONS

Wright and Wallis (2019:94) discuss key ethical considerations that normally require adherence when undertaking research. The researcher took guidance from this author and made respondents mindful of the voluntary nature of participation and the right to withdraw partially or completely from the process. The participants were adequately informed about the content of the research, they were assisted with comprehending the information provided and had the freedom of choice to decide to participate. Maintenance of the confidentiality of data provided by individuals or identifiable participants and their anonymity was safeguarded by refraining to disclose participants' details, thus ensuring their privacy.

The reaction of participants to the data collection method and how this data was used, analysed and reported on was explained to eliminate any misunderstandings. It was also important for the researcher to engage with participants in a confident, well-informed, polite, and kind manner as this set the tone for the research project and influenced the participants' reaction and perception of the process.

1.21 STRUCTURE OF THE STUDY

The structure of the study provides the reader with the outline of the dissertation. The reader is made aware of what to expect in the study and where to find information.

Chapter One: This chapter introduces this study. It outlines the context, lists terminology, highlights the problem statement, and discusses the aim of the study. The objectives and research questions, together with the hypothesis are detailed. The significance, scope of the study, and literature review are discussed extensively. The rationale, research method, design, primary and secondary data, target population, sampling technique and procedure, measuring instrument, pre-testing, validity and reliability, method of data collection, analysis of data, ethical considerations, and structure of the study are also listed and discussed. This chapter concludes with a holistic view of the upcoming chapter.

Chapter Two: This chapter discusses motivation. The types, components, benefits, theories and literature on the subject are discussed in detail. Talent management is discussed in detail with the concept, characteristics, processes and approaches to talent management. It defines the concept and discusses theories, and processes are deliberated at length. Talent retention strategies are deliberated. The chapter ends with discussing the role talent retention has on motivation and explores models and framework.

Chapter Three: The chapter begins with an explanation of the main questions of the study. The research philosophy, the purpose of the study, research design, research strategy, target population, measuring instrument, data collection methods and procedure, and ethical considerations are explored at length. The chapter ends with the data analysis and conclusion.

Chapter Four: This chapter adapts the findings and discusses these findings in detail.

Chapter Five: The final chapter concludes the salient findings of the study and makes tentative recommendations arising from the empirical analysis. The chapter concludes with directions for future research.

1.22 CONCLUSION

This study aims to investigate the extent to which talent retention strategies of the FMCG sector can be contributory factors to employee motivation, thereby promoting the sustainable development of the organization, economy and industry. The research focuses on the Premier FMCG organization.

This organization operates bakeries, wheat mills, maize mills, and manufacturing plants producing a broad range of sugar confectionery products, feminine hygiene products, biscuits, animal feeds, pasta, and mageu. This research implements a quantitative research method, and the information was assembled through a structured questionnaire that was dispensed to senior managers, managers, supervisors, artisans, and millers at the bakeries, mill, and Home and personal care establishments at Premier FMCG in KwaZulu-Natal. The results collated from the respondents were further analysed and recommendations were made accordingly.

This introductory chapter contextualised the study and the salient elements that guide the researcher in conducting this study.

The next chapter will intensively review the literature on talent management, talent retention, and employee motivation. The various theories and models associated with this concept will be dissected and the impact of talent retention on employee motivation will be explored.

CHAPTER TWO:

LITERATURE REVIEW

2.1 INTRODUCTION

Today's corporate organizations, institutions and establishments are concerned with how to find capable hands and talent that can promote their work efficiency as the effort invested by staff has a direct impact on the performance, success or failure of workplaces (Martinsou and Hoverfalt, 2018: 134). The influence of the competitive environment, environmental growth and globalization has compelled many firms and corporate entities to source trusted talents and advance their established businesses.

Talent management as opined by Ingram (2016: 195) represents the complete capacity of human resources procedures to draw, commit, grow, stimulate, and keep the best-performing personnel. Talent management seeks to enhance work activity through systems that make employees the most creative. With the credence given to talent in the labour market, for an organization to retain talent as well as skilled employees, talent management objectives must be set correctly. According to Ingram (2016: 198), an institution can employ different means to manage talent and attract and retain the best employees. To recruit and retain talent or manage it, a strategy must include searching for talent in employees and employing an incentive plan for employee appointments. In addition to retaining talent, the organization recruiting the employees must endeavor to get them thrilled, engaged, and committed.

Regulating and retaining talent according to Hanif and Yunfei (2013: 2827) requires tactical measures to get employees driven and completely productive for the advantage of the organization. Pietersen and Oni (2014: 141) These measures promote an organization's efficiency and total corporate accomplishment. It is more economical to preserve a high-quality operative than to hire, educate and tailor a replacement operative of the like value Cho and Song (2017: 42). According to Mohanty and Vyas (2018: 42), to be at the forefront of business competition, corporations must foresee the looming absences of the overall talent and a deficiency of employees with the qualified competencies needed to remain ahead of the competition.

Leaders or managers who meticulously handle employee retention through times of adversity and prosperity will stand a good opportunity to eroding shortages in retaining talent.

This chapter focuses attention on the two variables of the study which are talent retention and employee motivation. To determine and unload what constitutes these constructs, the conceptualization that determines and unloads what constitutes this study is addressed below.

2.2 CONCEPTUALISATION OF MOTIVATION

According to Conradi, Jang and McKenna (2014: 130), motivation is an approach that activates, guides, and preserves people's ardent behaviours.

It is what triggers people to behave. Motivation includes natural, emotive, societal, and cognitive influences that stimulate conduct. It explains why people act in a definite manner or the inspiration behind people's actions.

Reeve (2016: 32) shares a similar idea and describes motivation as the practice of encouraging individuals to achieve prominent levels of accomplishment and prevail over obstacles to effect a change. According to the author, when employees are well motivated, they demonstrate a high sense of commitment to their obligation. This type of employee feels much more committed to one's duty even when events or things are not progressing as they have projected. The spirit of motivation in them assists them to lessen the impact of the problem they are facing. With motivation, people can gain a valuable outcome that is stimulated through guidance, control and persistence in their behaviour (Reeve, 2016: 34).

Afflerbach and Harrison (2017: 218) note that motivation reveals what is exceptional about people. It incites people to gain appraised results such as improved performance, improved welfare, individual progress, or a reason of purpose. Not just that motivation serves as a conduit that states how people believe, reason, and behave. It divulges and presents useful comprehension of people's social life. It explicates the reason for which ambitions are set, why would people long for authority, information, and achievement, and the reason for which they feel sentiments such as dread, resentment, and empathy.

However, when employees do not have the drive within them, they execute their negligible best just to get through the day's work or operation (Afflerbach and Harrison, 2017: 219)

Fanselow (2018: 105) explains that motivation may be construed as rational decision making whereby the motive is to make the conduct that is designed to reach a certain objective through urging and supervising. In organizations, assessments are undertaken using valuations. Reflexions in an establishment have certain specifications, and their effect may aggravate an emotional response in the operative.

This reception will indicate how pleased or disappointed an operative is. Excellent remarks in appraisals may suggest that an employee is pleased, and poor ratings may mirror the contrary. The foregoing discussion from different authors indicates that motivation is one of the core factors that influences the organizations' success. Motivated workforces are delighted and will be eager to confront the day-to-day trials. When they are respected, they feel a sense of belonging in an organization and their struggles are led towards the progress of the organization. This improves the organization's productivity and assists in retaining employees. The under-section sheds light on the classes of motivation and how they inspire managers and operatives to use their talent and abilities.

2.2.1 Types of Motivation

Motivation as observed from the section above is strongly enthused by the artistic, civilization, and people's way of life. Different organizations have their motivational drivers. Some people are motivated through education, others through their social environment, and some are inspired by way of lifestyle (Asah, Fatoki and Rungani, 2015: 308).

According to Cruz-Ros, Garzon and Mas-Tur (2017: 1031), the categories of motivation can be classified into two major groups intrinsic and extrinsic. A rewarding opportunity takes both types of motivation into consideration. However, what makes these motivations distinct is where the incentive arises from.

2.2.1.1 Intrinsic Motivation

Conrad, Ghosh and Isaacson (2015: 94) define intrinsic motivation as the influences that encourage an individual to be rewarded internally. This involves any action that is built on individual success exclusive of hope for exterior honour. People partake in different activities daily, which mostly are influenced by intrinsic motivation, examples of which are swimming, soccer, singing, skating, dancing, and working because it provides the person doing it a liking or feeling of reason. Things that enable an individual to feel great in oneself are driven by intrinsic motivation. Intrinsic motivation in the view of Conrad *et al.*, (2015) can be classified into different types which are competence motivation, creative motivation, achievement motivation, attitude motivate, affiliate motivation and physiological motivation. These aspects will be critically explained as to how they aid the performance of managers and operatives in the section below.

2.2.1.1.1 Types of Intrinsic motivation

Masvaure, Ruggunan and Maharaj (2014: 488) describe intrinsic motivation as the approach of undertaking actions without any discernible external incentives. This type of motivation is commonly applied by people or organization because they find it pleasant and fascinating and an efficient way to boost performance, instead of external inducement or stress to do so. By regulating the emphasis on the internal rewards for instance, happiness and gratification, organizations can better inspire others when the underlisted form of motivation is implemented.

- **Competence Motivation**

This motivation type according to Arifin (2015: 38), is propelled by inquisitiveness, and commitment to learn more or gain new talents. This nature of motivation can be referred to as learning motivation because it requires acquiring more experience on a subject matter and not a contest among contemporaries (Martinsen and Furnham, 2019: 242). Therefore, if advancement occurs because of the obtained skills, it is a benefit, but not the most important goal. An example of this motivation is when an operative gives up his spare time to learn a new thing such as a skill. It can be a seller who aspires to learn recent sales methods, or an artist learning a new framework. Both are driven by learning as they want to learn new things and enhance their capability (Salijana, Toha and Helpiastuti, 2020: 47). They do not anticipate getting an external recompense.

- **Creative Motivation**

Creative motivation is commonly recognized to be triggered by a feeling of intending to speak or communicate something (Wang and Cheng, 2016: 206). This according to Gu, He and Liu (2017: 724) could be in the kind of writings, sculpture, small business, or manufacturing. However, it regularly commences from attempting to articulate oneself. Due to the early self-drive, creative motivation is on occasion misunderstood to be an extrinsic motivation even if only an individual is profiting from artistic expression, the motivation is yet protracted (Hur, Moon and Ko, 2018: 630).

- **Achievement Motivation**

The achievement motivation as opined by Brunstein and Heckhausen (2018: 221) is similar to competence motivation. The difference is that it aims to reach a target simply for personal growth. If the aim is to chase a notable achievement merely because of the sense of reaching the peak, then it is a rational example of achievement motivation (Partovi and Razavi, 2019: 3). It can be a distinct title in an enterprise or social status, and in as much as it is not aimed at being compensated money-wise, then achievement motivation is the drive.

Habitually, the procedure of having the talent with this type of motivation is not onerous, even with any fluxes that come along with it. Whether or not it produces appreciation from the external group or not, the outcome is always the target. Likewise, this motivation impels the motivated individual to be admirable when success is attained (Anderman, 2020: 4).

- **Attitude Motivation**

Yang, Asaad and Dwivedi (2017: 249) note that attitude motivation is founded on the desire to transform the world, do better things, and assist or support others. It does not influence what people would say, what they feel, or what sensations exude from within. The bottom line is that an individual finds whatever is awful and would like to correct it, improve, or adjust it. The zeal to do this often originates from values, a person's educational background, as well as other attributes of one's individuality. There is no substantial incentive to it, but this motivational approach supports the impression of assisting people (Yang *et al.*, 2017: 465).

- **Affiliate Motivation**

The notion referred to as affiliation motivation is correlated to the desire of being acknowledged by others as well as to act well to satisfy their expectations (Van de Ven, 2017: 194). A sense of belonging to an organization or the public and being acknowledged is kindled by affiliate motivation. Espousal to this form of motivation can assist a person in determining the needs that stimulate the group members, which can give a complete advantage to an organization (Mathur, Narayanan and Chetty, 2018; Anderman 2020).

- **Physiological Motivation**

Physiological motivation, in the view of Frazier and Tupper (2018: 562) centres on fulfilling the fundamental bodily demands: Thus, as the basic needs of life, the most important objective for them is to live (Jeena, Kumar and Shukla, 2019: 352). In this type of motivation, compensation may not be at all times apparent, but it is continually sensed. The desire to be healthful, and snooze longer is all guided by this form of motivation. When motivation is applied in an organization, employees' wellness must be significantly considered to realise the purpose for which motivation is initiated (Das, Geetha and Hazarika, 2020: 1212).

2.2.1.2. Extrinsic Motivation

Extrinsic motivation according to Buckley and Doyle (2016: 1162) depict all the things that serve up as an external drive. This can be grouped into compensation and punishment classes. The compensation aspect of extrinsic motivation takes the form of wages, gratuities, benefits, income, and an understanding. In the case of punishment extrinsic motivation, may include penalties, guilt, conviction, and several others. This aspect of extrinsic motivation is most often misinterpreted to be pessimistic but has quite a few positive stances. Extrinsic motivation is demonstrated when the employees do their work well and are rewarded. The same goes when employees are punctual at work because they know if are late to work, they may not get paid or be fired. They will likewise be able to get a bonus if they can meet the targets set by the executives. In any case, extrinsic motivation emerges from a person separate from the person being driven. There are motivation types that can be characterized as extrinsic and these are explained below.

2.2.1.2.1 Types of Extrinsic Motivation

Extrinsic motivation indicates doing something that is not for intrinsic pleasure, but for a discrete result, such as getting incentives or avoiding penalty (Delaney and Royal, 2017: 127). Very frequently, people deal with issues not because they enjoy them, but because they are essential, or that people want to realise something else. When this takes place, people are extrinsically driven to do so (Wilkie and Sullivan 2018; Wang, Lin and Spencer, 2019). The section below explicates the types of extrinsic motivation.

- **Reward-Based Motivation**

This is undoubtedly the type of motivation that people commonly are conscious of, due to its acknowledgement and it is the simplest way to get rapid motivational support (Bourgeois, Chelazzi and Vuilleumier, 2016: 325). When employees are pledged an incentive in their wages or pay for a certain result, they will begin to work more. The problem with this motivation type is that it does not prevail for a long time. It is merely a title, and it contains the recompense attached to it than an internal feeling. If there is no enticement, this type of motivation will not be a drive (Sheehan, Herring and Campbell, 2018: 4). The incentive is continually external and extensive contrary to intrinsic motivation. A reward-based motivation can function collectively with achievement-driven motivation, as the incentive can also provide a fulfilling sensation of achievement. Trying to boost motivation in employees by means of rewards can at times be a formidable task for leaders (Li and Wang, 2019: 546). However, when equipped with the correct information and correct methods, managers can be experts at enhancing motivation using rewards in no time by being fair, transparent, honest, communicate with clarity, reward teamwork and cooperation while always linking reward to performance. With the leaders recognising the small and big accomplishments, employees can be delighted to do what the corporation intends (Armstrong and Taylor, 2020: 36).

- **Power-Based Motivation**

As the name implies, Savic, Gao and Baar (2019: 2) describe power-based motivation as the type that is based on the human desire for people to have control over others or their ability to change over the condition surrounding their lives. Arguably controlling others is always not awful, though it has some adverse implications (Kovach, 2020: 4). On the contrary, it may not imply control; occasionally, it means the ambition to lead. One illustration of this is an individual motivated to lead others.

Such a leader will inspire people to solve their tasks, trials or issues and will assist them to coordinate their commitments. He will undertake the obligation of leading them. An inept manager can devastate the ambience of the group members, lessening effectiveness, or may even augment personnel turnover (Rezvanfar, Hagh and Zare, 2020). Organizations should be cognisant of this kind of motivation, individuals who react to it, and how reward-based motivation is applied to prevent employees from turning into power-hungry people and losing the focus for which motivation is established (Savic, Gao and Baar, 2019; Henneberg and Plank, 2020).

- **Fear-Based Motivation**

This type of motivation as opined by Tuomisto and Roche (2018: 2) makes people realize the target or thing they do not like. This is not centred on any cash reward, but on the dread of discomfort, grief, or uneasy sentiments. This approach of motivation is constantly observed to be bad. Although it may include an undesirable cause to influence, it generally will end up generating optimistic outcomes. An example of this approach is trying to be punctual at the workplace as an employee, a sanction or fine is placed by the executive for latecomers. To avoid the termination of a job, an employee must endeavour to be at work at the right time even if it entails beating traffic lights and signs. This precipitous change over for the work reopening will be dread-based, not because of the passion for work (Tuomisto and Roche, 2018: 6). Therefore, if the motivation relates to delivering more for a business, with the anxiety of penalties employed as a standard condition, then fear motivation is applied. However, an organization must not depend solely on it, for the downsides of this motivation type can surpass any positive outcomes. Therefore, instead of boosting efficiency, it can result in dissuasion, a decrease in job enjoyment, trauma, and consequently, an increase in turnover (Tuomisto and Roche, 2018: 8).

The indication from the authors above revealed that any intrinsic or extrinsic motivation that develops into a drive and the unique personalities can be mixed to obtain the best outcome. The important thing to do as a manager or employee is to realize the objectives that must be achieved and provide the proper incentive-based support using appropriate types of motivation for the event of occurrence. All types of motivation may not be employed in each situation. Nevertheless, an organization is not restricted to just a type of motivation, adopting a different type of motivation can achieve an outstanding result (Mylona and Mihail, 2020: 1367).

2.2.2 Components of Motivation

Dubreta and Miloš, (2017: 91) express the view that individuals who ever had an objective will instantly understand that merely having the desire to achieve some extent is not enough. Realizing that objective requires a talent to endure through hurdles and toughness to continue operating regardless of complexities (Ajis, Akma and Salleh, 2020; Groening and Binnewies, 2021). The components of motivation according to Wang, Shim and Lee (2022) can be grouped into three main categories which are activation, persistence, and intensity. Explanations of these are stated below.

- **Activation:** entails the determination to launch comportment. An example of this is good personality traits such as keeping promises. This shows that a person or an organization is dependable and can be relied upon through on their commitments.
- **Persistence:** is the ongoing attempt to a goal even though impediments may ensue. An example of this is making rational choices which is a decision taken after cautiously going through facts or assessing all options and their potential effects.
- **Intensity:** is apparent in intensity and vigour that tries into realizing an objective. Example of this is giving credit where it is due at work. This means recognising the starring role people played in attaining or the shared objective. This approach involves exhibiting appreciation and allegiance to people for their endeavours and all the things that they have done. When somebody gets credit for the work that was not theirs, it can be maddening and dispiriting to the people that did the work. When an organization accords credit to another person, the organization is conceding that thoughts, effort, or work were helpful for project completion or undertaking. This is a representation of deference, gratitude, and insight to all individuals that make a team and are accountable for how well it performs.

2.2.3 Importance of Motivation in an Organization

The operative's motivation is fundamental to an organization's achievement (Cho and Heron, 2015: 81). According to Hartnett (2016: 34), it signifies the keenness, enthusiasm or steadfastness intensity, effort or umph that an organization's personnel impart to the task daily. In absence of it, a business or an organization can be subjected to lower efficiency, underlying levels of production and the likelihood of the business not realising the aspired goals (Jalagat, 2016: 37). With the fact that employee motivation is difficult to attain, it is an essential component for any organization. Leaders must be tasked with observing and fostering employee motivation even though it might appear to be a challenging task. Thus, organizations must find means to get their employees engaged. When employees are motivated enthusiastically in their work, they carry out tasks rapidly and act to do good work, for themselves and their business to realise:

a. Higher performance levels

Schwinger and Otterpohl (2017: 124) note that motivating people pushes them to work productively and improves business returns or outcomes. It promotes the high quality of work and boosts performance in an organization. When organizations get their employees motivated, operations can be conducted without intrusion. Consequently, organizations can attain great coordination across workflow, and influence productivity positively.

b. More innovation

Madni and Sievers (2018: 172) note that creativity and innovation are crucial for organizations to thrive today. In this fast-paced world, organizations who are keen to take risk and delve into new ways of doing things will be more successful than those that continue to operate as they have in the past. Motivating employees with bonuses and other incentives boosts innovativeness in an organization (Kasende, 2016; Fischer, Malycha and Schafmann, 2019). When personnel feel valued and acknowledged by their organization, they will want to contest themselves. Consequently, the significance of motivation in the workplace should never be underrated because it inspires growth. Additionally, leaders who acknowledge the benefits that persuade the employees frequently see the best outcomes (Oriakhogba, 2020: 14).

c. Reduced levels of truancy

Employee motivation or its absence, according to Deery, Walsh and Zatzick (2014: 352) can cause a failure in productivity and can increase pressure for staff who have to cover the loss from the absent employees. These costs can be considerable for organizations, particularly those in competitive markets (Holt and Gershenson, 2015: 45). Business owners who recognize the value of motivation in leadership, agree that they get the best out of their groups when they are sympathetic and not critical (Kim and Hall, 2019: 236). When leaders show care about the well-being of their employees the rate of truancy tends to be smaller as employees feel less tense and inundated.

d. Low levels of staff turnover

A lack of employee morale may result in lower output, the failure to repressed trials, lethargy and poor customer service (Parker, Subke and Wookey, 2015: 2074). If morale is low, the staff will appear to have less energy and spend more time complaining, protecting themselves and job hunting. Williams and Beidas (2019: 434) observe that operative reimbursements and motivation go together to contribute to outstandingly high retention rates. When employees accept perquisites, in addition, to their recompenses, they are extremely driven and are improbable to find another role. Specifically, if the business rivals cannot contest with their remuneration package (Basham and Scheffers, 2020: 1889).

From the above discussion, it can be observed that motivation is an inner feeling which can be used to comprehend the needs, wants and desires of people as well as what drives them to act. The manager can understand these needs and can structure motivation schemes appropriately. Motivation, therefore, is an endless process because the process relies on limitless needs. Regardless of this, motivation particularly in the workplace and organization is crucial to both an individual and a business. To the individuals, it assists them to achieve their personal goals as well as facilitates self-development.

An individual would always gain experience by collaborating with a dynamic team. Similarly, the crucial impact of motivation on the organization is that it facilitates the empowerment of the team. The more motivated the employees are, the more empowered the team is. The more the teamwork and individual employee contribution is, the more lucrative and thriving is the business.

In the time of variations, there will be more adaptability and creativity. Motivation will lead to an optimistic and challenging attitude at the workplace.

2.3 THEORIES OF MOTIVATION

Many researchers tried to articulate motivation, but all proposed different approximations. Many have argued that motivation theories can be classified as either content or process theories. Content theories are associated with goals, needs, desires, and motives that influence behaviour. In this chapter some definitions of motivation will be mentioned, together with an introduction of the theories of Maslow (1943) and Herzberg (1964). Both theories are synonymous for advocating employee motivation and its importance in the workplace, which is why they were chosen as key theories to be discussed. Equally these theories recognise and understand employee psychology of an employee and works towards the employee needs to increase motivation.

Badubi (2017:45) states that Maslow's theory makes a distinct separation between intrinsic and extrinsic motivation factors which are like Hetzberg's motivating factors. Both Maslow's Hierarchy of needs and Herzberg's two factor theory are needs based, yet Maslow based his theory on the satisfaction of human needs, while Herzberg refers to reward and recognition to be motivating factors (Saracho, 2019: 21). This separation is helpful to clarify the relationship between employee motivation and talent retention. It is for these reasons that Maslow's hierarchy of needs theory and Hetzberg two factor theory will aid this study to unpack talent retention and its impact of employee motivation.

2.3.1 Maslow's Theory of needs

Psychologist Abraham Maslow (1943: 370) postulated the theory of needs to justify human needs. His theory of needs puts forward that people are motivated by five basic categories of needs which are physiological, safety, love and belonging, esteem, and self-actualization. This is depicted in Figure 2.1 below.

A person focuses on one need and when that need is met another higher-order need arises that will dominate the life of the person. When these needs in turn are satisfied, new and higher-order needs develop, and so the process continues. These needs can contain a range of human desires, from basic, tangible needs of survival to complex, emotional needs surrounding an individual's psychological well-being.

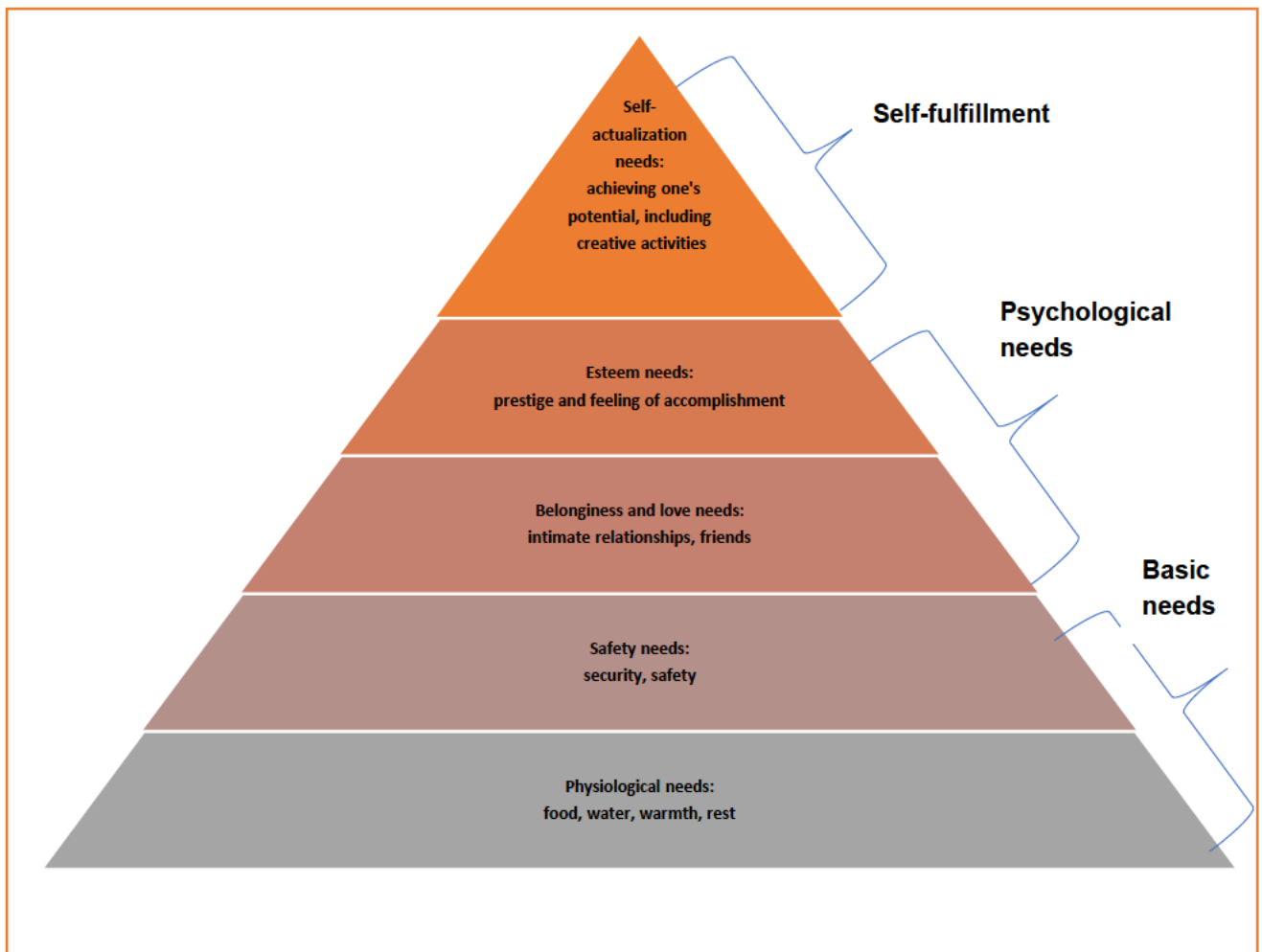
Fallata and Syed (2018:20) state that Maslow's findings revealed an understanding of what people need and how people's needs differ as part of effective management. When one need is met, the next need on the hierarchy becomes the focus of attention. Maslow's (1943) hierarchy of needs suggests that if a lower need is not met, then the higher ones will be ignored. De Sousa Sabbagha, Ledimo and Martins (2018: 138) found that it is therefore evident that organizations must provide basic needs such as fair wage and restroom facilities. Safety needs include safe working conditions, job security and retirement schemes.

Introducing teamwork and allowing social interactions would take care of the employees' social needs, while employee recognition, encouraging tertiary qualifications will boost self-esteem. This will also assist with the self-actualization needs as employees will be allowed to reach their full potential without hindrance to their career growth (Rožman, Treven and Čančer, 2017:20).

Aguenza and Mat (2018) state that Maslow's theory provides organizations with guidance to motivate employees. Organizations can implement fair policies that promote equality for all employees, promote career development opportunities, create a work environment that is safe and secure. A lack of these initiatives will result in employees increasing the desire to withdraw from the organization. Suyono, and Mudjanarko (2017:30) agree that to retain employees, organizations must take care of the basic needs of their employees and plan to meet higher order needs when they arise.

This theory is relevant to this study in the sense that if employees can receive adequate financial compensation, have job security, meaningful group relationships and praise for good work done well, they will not hesitate to deliver to the best of their ability. However, when the needs of employees are not met, personnel can be demoralized and demotivated (Najjar and Fares, 2017:81).

Figure 2. 1: Maslow's Hierarchy of needs



Source: Adapted from Mcleod (2007)

2.3.2 Herzberg's Two Factor Theory

Velmurugan and Sankar (2017:206) discussed a comparative study on motivation theory with Maslow's hierarchy theory and two factor theory in organization. While Maslow's hierarchy of needs concentrates on the individual needs and their behaviour based on the premise that their most important needs are satisfied, Herzberg's Two Factor theory focuses on the objective the individual wishes to attain.

The individual will arrange a plan to obtain the objective, however the results must be appealing enough to ignite the urge to work for it. According to Frederick Herzberg (1964) people's conduct is motivated by two series of factors which are the satisfaction factor and the dissatisfaction factor.

Herzberg (1966) is convinced that those factors lead to motivation in people, knowledge, skills, experience, creativity and job gratification at work and the non-existence of them causes no despair but not enthusiasm either. In his view the two elements which influence form of satisfaction and dissatisfaction are referred to as motivator factors and hygiene factors.

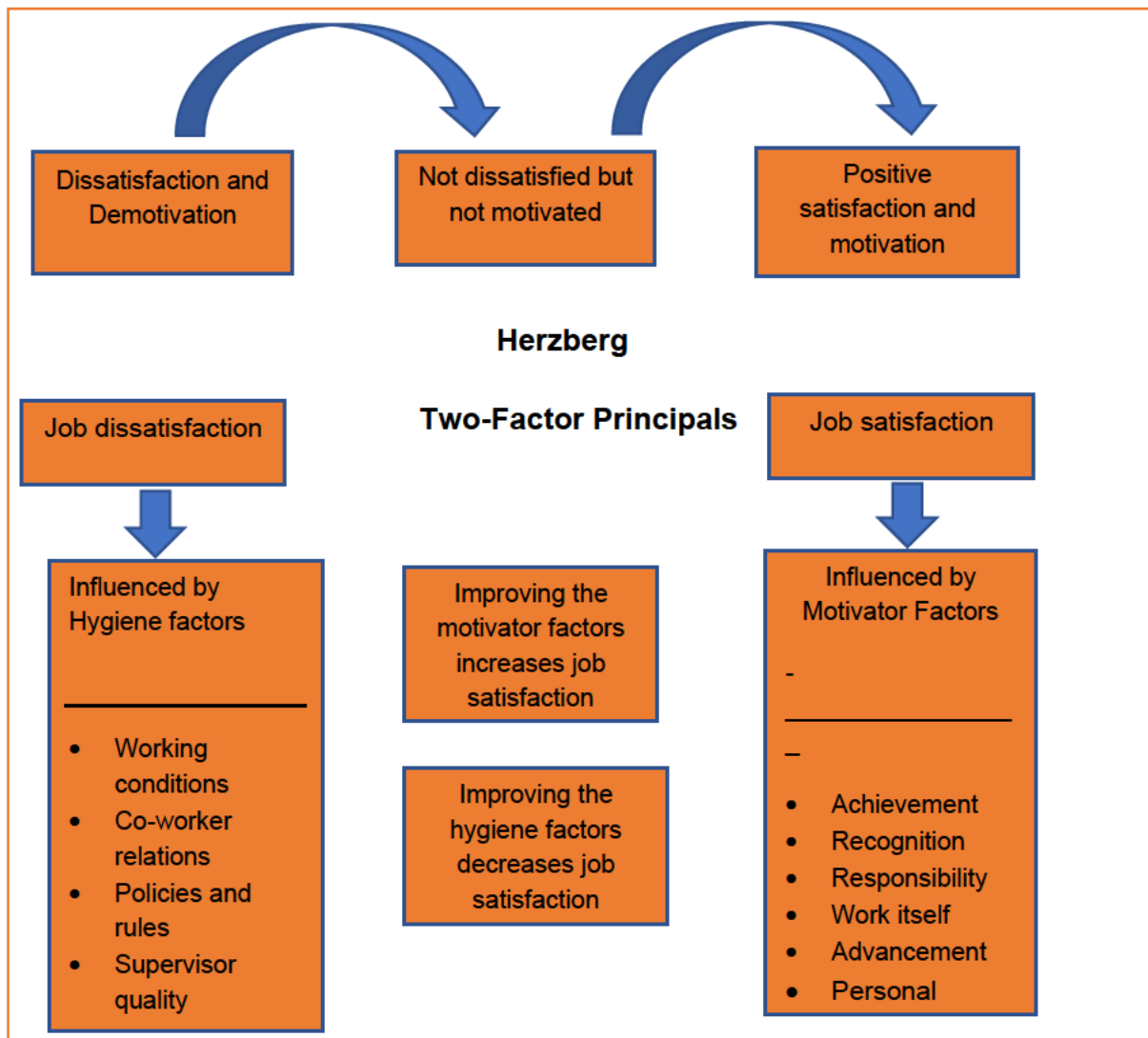
From figure 2.2 indicated below, Herzberg (1964) described intrinsic factors as motivator factors which are personal achievement, status, recognition, the work itself, responsibility, growth, promotion, and opportunity for advancement. The intrinsic factors are usually immaterial and concentrating more at addresses the emotional needs. Quintessential instance of it can be referenced to doing something with great interest and pleasure. The availability of motivator factors could increase inspiration, fulfilment and, consequently, greater accountability, but a lack of it will not lessen motivation. By contrast, hygiene factors, for examples, interactive affairs, corporate policies, and management, working conditions, quality of supervision, job security, salary, and wages and other benefits, and work-life balance, are categorised as extrinsic factors. The extrinsic factors are tangible and can be categorized as the underlying needs because it implies embarking on something for external reasons such as cash, recognition, or prestige. It is contrary to intrinsic factors which impact an individual's actions on his or her personal needs and motivation. Furthermore, in contrast to the motivator factors, existence of hygiene factors will not stimulate, but it may preclude dissatisfaction, though the deficiency will certainly result into dissuasion. In the view of Herzberg, there is a complicated link between satisfaction and dissatisfaction. They both have a profound impact on people's conduct. However, they are influenced by distinctive factors and progressed objectively of each other. An instance of this is when people indicate themselves as a reason for satisfaction, while attributing external factors like condition or climate for resulting in dissatisfaction

Nonetheless, this theory is related to this study because it evident the significance of presenting hygiene factors amply to the employees as a means of motivation and thus, fairly lead to satisfaction. The lack of hygiene factors will end in dissuasion; however, the availability of it is insufficient to persuade people.

It is pertinent that managers focus on enhancing motivator considerations, like work improvement: establishing an exciting career and building an effective working community, offering employees the chances for career development, to increase the experience, fulfilling more accountability, undergoing new trials, and acknowledging personnel when the need arises.

Considering the above, running a successful operation is an enormous task that needs the collaboration and collective effort of individuals which make an establishment. Effective teamwork is essential for employee engagement to make knowledge, skills, experience, creativity, accountability, and communication to be the effective tool for developing organizational wellbeing. This is vital, especially in this time that talent retention encounters the highly competitive global job market. Retaining talent requires a free flow of interaction where the novice can consistently update their values, norms, and intellectual capacity. Work leaders must try to ensure clarity of thought for others to deduce and understand their message as this will avoid misconceptions of the idea. Working together and being receptive to innovative ideas are crucial elements for a harmonious team environment and talent retention.

Figure 2. 2: Herzberg's Motivation Two Factor Theory



Source: Adapted from (Weiner 2012)

2.4 MOTIVATION IN THE CONTEXT OF FMCG INDUSTRY

These days, the contest between industries in the competitive market is becoming increasingly critical. This has the effect of making organizations within various industries to look for the changing management approach and set up more innovative methods to improve their performances and maximize revenues. Among the considerable influence that impact company's performances, Coulson-Thomas (2012: 429) observes that the management of human resources in particular talent retention has become very important.

Operatives' guidance, management and motivation promotes a business (Galindo and Batta, 2013: 202). Motivation as opined by Wickramaratne, Kiminami and Yagi (2014: 51) has traditionally been acknowledged in the workplace with external rewards in the form of reimbursement, grants, awards and career advancement, or on the contrary, to evade chastising and (in many cases) mockery. However, industries that present the personnel with momentous and attractive work without doubt not only contribute to the development of the industrial bottom line but will also form a sense of liveliness and contentment that repeats all through the organizational structure to better the daily living of the employees. In this regard, employees can stay motivated when organizational structure jobs enable employees to perform optimally, cope with, and control challenge, and work in unison.

A study conducted by Odor (2018: 3) revealed that fewer personnel universally are affianced and motivated in the workplace. The cause for that is because employees are enthusiastically disengaged. This implies that employees have downhearted work experiences and are poorly managed. This is an indignity to an organization such as FMCG because employee motivation is a crucial part of employee satisfaction which in turn is a great part of an organization's general achievement.

Folasayo (2019: 205) ads that business systems and approaches in FMCG can become unproductive when people have no fervor and spur for work.

When staff members of an industry or organization are well driven, from such enthusiasm the projected outcomes are that they will join efforts and co-ordinate their activities with a view of reaching the objectives that they are expected to achieve. They will do everything possible to execute the plans in line with guidelines and programmes laid down by the organization. The employees will strive to be as economical as possible and will try to improve upon their talent and understanding to be able to promote the progress of the organization as much as it is possible.

Motivation plays a pivotal role because it helps to recognize and meet the needs of FMCG employees and society. Leaders must understand motivational flair required to encourage employees and retain their talent to realize their full leading capacity to heighten organizational operations.

2.5 THE CONCEPTUALIZATION OF TALENT MANAGEMENT

Ingram (2016: 196) defines talent management as the strategy adopted by an organization to identify, recruit and train the right people for the job and embrace methods to keep skilled employees gainfully employed. Over the years, talent management has evolved from being a recruitment process to a strategic, well defined and well executed advancement procedure to ensure that the organization is equipped with the skilled employees it needs to propel into success.

Prior to addressing talent retention, which is one of the variables under study, it is essential to explain what talent connotes wholly because this variable pertains to all individuals and not just managers.

Talent, according to McCarthy and Collins (2014: 1605), is the intelligent source, that is the skills and knowledge possessed by a person for carrying out tasks or activities. Based on the author's view, talent in this regard extends further than the application of knowledge and skills to work out jobs. It has to do with the competence of an operative or a leader to figure out what to do, how to get things done and the approach to making the set goal achievable. It has been established that to successfully perform duties in an establishment, especially for the operations that demand specialized tactile employees, executives or work administrators must be experienced.

Chua (2015: 170) suggests that talent is a condition under which a person assumes obligations by implementing his knowledge and skills into work activity through a range of informed guidance and occupational exercises. The talent in people exposes their behavioral ability and understanding of job execution with the intensity to productively produce a better outcome.

McQueen and Janson (2016: 204) agree that a talented person is such who has knowledge that can be sorted into explicit and tacit forms; skills can provide evidence of the best ways by which acquired knowledge is performed and experience, which demonstrates how repeatedly the knowledge is employed. These elements exhibit the extent to which emotion and ethical behavior invested into the work activities establish the opportunity to discover and prove the retention of the best employees.

Serrat (2017: 903) believes that the talent of a manager is motivated based upon reliance, integrity and the availability of data that can generate fruitful insights and innovations. Thus, the manager is obligated to a persuasive comment about the aim of dealing with the pragmatic concerns on which conclusions are processed with the use of knowledge, skills, and experience.

Mukesh and Thomas (2018: 197) observe talent as a concept that has many elements, such as ethical insight, motivation, and passions, which denote the emblem of experience of a person about the ability to make use of knowledge and skill as a basis of work performance. In the authors' opinion, managers must create a supportive environment to enhance themselves rationally using their knowledge, skills, and abilities as leverage for business accomplishment.

From the opinions of scholars above talent is an essential component that serves as a guide to undertake responsibilities and thrives in any organization. To ensure that there is a structural development in an establishment, institution or society workplace managers and their underlings must possess the qualities of knowledge, skills, experience, creativity, accountability, and communication (Fragouli and Alhaider, 2020: 306). These qualities will be profoundly expounded to assess how they support the conduct of the managers in the following section.

2.6 CHARACTERISTICS OF TALENT MANAGEMENT

Talent management as observed Kontoghiorghes (2016:1834) is recognizing and overseeing the unexploited ability in people. Talent management implies developing and maintaining people with the founded ability. In an organization this should be a part of the hiring and retention practices, where these processes are used to create and sustain a talent pool. This will build a people-orientated organization where talented employees are at its forefront. It is the application of comprehensive policies of procedures meant to boost workplace efficiency by putting in place improved practices for drawing, improving, maintaining, and using individuals with the requisite skills and propensity to meet up with present and future needs.

In many industries and organizations, talent management practices are not versatile. To opt for a scheme suitable for needs of the industry, some key characteristics need to be put into consideration. These characteristics are discussed below.

- **Talent management is strategically aligned**

Talent management according to Krishnan and Scullion (2017: 432) primarily concentrates on orientation and vocational training instead of just looking for and appointing an individual for the job. Moreover, it recognizes the extended prospects through continuous assessment of performance. According to Krishnan and Scullion, (2017: 432), the long-term talent evaluation, and education, directs to better retention. When it comes to talent management, HR experts must look further than individual job apertures. Managers must fully comprehend business to employ people who can produce remarkable outcomes aligning with business objectives.

- **Talent management tends to be exclusive**

Organizations and industries use an exclusive effort, in which talent management directs exclusively on strategic or high-potential employees (Siam, 2017: 158). Each person has talents that makes one a unique person. Individuals that can utilize and improve their talents in the workplace are more effective, committed and creative (Halim, Ahmad and Ramayah, 2019: 16). Building on employees' strengths and formulating a strength-based culture will enable teams to learn fast and be more effective in their work. This establishes a united company where people can function brighter and live healthier (Frederiksen, Gottlieb and Leiringer, 2021: 225).

- **Talent management builds on succession planning and career development**

Succession planning as explained by Ali, Mahmood and Mehreen (2019: 113) is the art of selecting and grooming new employees who can substitute superiors or work executives when they are being promoted, leave, retire, or incapacitated to continue their current role. Succession planning upsurges the readiness of talented and competent employees who are ready to take on work responsibilities as soon as they are available.

Organizations can plan for changes in employees for flawless shifts and manage talent to build future leaders not just for leadership purpose, but to assume key responsibilities and positions across the organizational levels (Ahsan, 2018; Damer, 2020).

- **Talent management has both internal and external focus**

The internal focus of talent management as orated by Krishnan and Scullion (2017: 434) begins with discovery of the applicable talented employees and then the retention of such employees for this is essential for the organization's to growth. After internal focus, and selection of the right kind of people, the external focus of talent management is to implement, and to sustain the business amidst the business rivals to maintain permanence (Claus, 2019: 207). The selected workforce is provided with training and regular refreshment programs to match the emerging requirements of the organization (Harsch and Festing, 2020: 43).

2.7 TALENT MANAGEMENT PROCESS

A talent management process according to Garg and Yajurvedi (2016: 106) involves having a clear idea about the present and looming managerial approaches to distinguish the crucial spaces between the talent which the organization maintains at present and the talent that is needed to realise the organizational success. For the talent management to be fruitfully employed, a thorough talent management set up to bridge the talent disparities must be coherent with the whole tactical and organizational schemes. Johennesse and Chou (2017: 47) view that industries need to have operative performance measurement guidelines during and after application of the talent management process to ascertain the organizational influence while also, improving employees to enhance how they execute their duties to prepare them for the change to the next level.

The talent management process is not a one-time interference but continuous process that involves constant assessment (Akunda, Chen and Gikiri, 2018: 9). The specific needs of the organization will be used to establish the talent management process that the organization will adhere to, as well as several factors that add to the fulfilment of the process (Amrutha and Geetha, 2020: 4). According to Mahato, Kumar and Jena (2021: 262), the talent management process regulates the entrance and leaving of people in an organization. This process must be efficiently applied because it has an explicit effect on the performance and retention of employees.

There are six key steps in the process of managing talent effectively, which is illustrated in figure 2.3 below, they are: Planning, Attracting, Selecting, Developing, Retaining, and Transitioning. These steps are discussed below.

- **Planning** Like any other process with an outcome, planning is the first step in the talent management process (Gandhi and Raina, 2018: 2). This process entails identifying where the gap for talent lies within the organization. Thus it incorporates the human resources requirement, formulating job descriptions for key roles to assist with sourcing and selection and then developing a workforce plan for recruitment initiatives.
- **Attracting:** Based on the plan as mentioned in step 1, the next fluent step is for the recruitment team, together with management to decide if the vacant positions can be filled with individuals from within the organization or outside (Grigore, Stanescu and Stoicescu, 2018: 85). The process will require attracting a healthy flow of applicants. There are a few strategies that can be used to entice applicants, which include a marketing strategy which focuses on employer branding and showing off the organization's values, vision, mission and objectives using various platforms which will be viewed by the talented individuals. The next strategy is developing an employee value proposition (EVP). An EVP communicates various benefits that an employee will receive in exchange for skills, experience, and capabilities. The potential talented employees have an opportunity to view these benefits and are motivated by the goals and values of the organization.

The next strategy is talent acquisition where recruitment can commence once all the workforce plan is formalized. Both external and internal recruitment sources can be used to ensure that the best possible candidate is chosen. The external sources for attracting talent include job portals, social networks, and referrals. The talent pools that will be selected must be identified in advance to ensure a smooth process. The number and quality of applications will be testament of the employer brand, and how well talented individuals are attracted to the organization.

- **Selecting:** this process as noted by Grigore, Stanescu and Stoicescu, (2018: 85) entails using an array of psychometric testing, written assessments, group discussions, interviews as well as all the information that is available on public platforms to create an accurate picture of the candidates. There are many useful software solutions to assist recruiters to sift through applications and find the right person for the job.
- **Developing:** At the beginning of the process, onboarding and orientation is crucial for new recruits. During this time the recruit experiences the organization firsthand. The new employee is most impressionable which means that they will absorb all the information provided (Siam, 2017: 159).

Organizations must be clear and precise about what information is communicated and how it is communicated. New employees must understand their role in the organization and how they will contribute to its objectives. New employees will be motivated and feel like a part of the organization if they are made to feel that way (Jiang and Men, 2017; Boudreau, MacIntyre and Dewaele, 2018). It is therefore the responsibility of hiring and department managers as well as co-workers to ensure that this process is an elaborate and memorable one. Therefore, thoughtful orientation of a new employee is vital and reflects on the organizations retention rate.

Only a combination of orientation activities will allow the recruit to fit in easily. Some organizations have adopted the practice to hire a candidate based on their attitude rather than the skills that they have. These organizations believe that skills can be taught and thus believe that although the CV speaks accurately to the job description, it is the individual that will ultimately get the job done, and not the contents of the CV.

- **Retaining:** Talent must be retained efficiently to ensure that the organization achieves its objectives and is successful. Most organizations use methods such as promotion, increments and opportunities for growth, decision-making, training, rewards and recognition to retain employees (Grill and Dawson, 2017; Rijamampianina, 2018).
- **Transitioning:** through the growth of individual employees, the organization can focus on its transformation which will result in effective talent management (Edwards and Saltman, 2017: 3). This entails inclusion of the employee and making them feel like they are a part of the organization. Successful talent management is when employees realize organizational goals, but this comes with constant development and engagement (Puchalski Ritchie and Straus, 2019: 56). Organizations offer retirement benefits, conducting exit interviews, and effective succession planning which may seem unrelated, but these are transition tools that support the journey (Liu, Shen and Gao, 2020: 2543).

Figure 2. 3: Talent Management Process



Source: Adapted from Deb (2005).

2.8 APPROACHES TO TALENT MANAGEMENT

The approach to talent management according to Ingram and Glod (2016: 339) is how human resources in an establishment is organized or managed. That is how employees are selected, recruited, trained, motivated, and terminated. The underlisted approaches consist of what is needed to foster an ongoing talent management in an organization.

2.8.1 Talent Attraction

There are a few steps to attracting talent. Firstly, an organization can create targeted advertisements and publish them on top job sites (Salleh and Sulaiman, 2015: 74). Human resources branding is valuable at this point. Secondly, organizations can schedule interviews and other approaches to determine the right person for the job (Madhanga, 2018: 65). Apart from usual inquiries, an organization can think about using individuality valuations, referrals, and assessments that require the applicants to operate in real-life circumstances. Then employ top options.

2.8.2 Talent Development

In setting up a successful organization, it is important to determine what type of recruits are deemed necessary in an organization and the skills to execute their responsibilities (Ahuja, 2016: 66). A leader can also consider whether it could be feasible to train existing employees or choose to hire anyone new. Organizations according to Odor (2018: 4) must bear in mind, that it is often simpler to improve the skills of the existing employees than to employ new talent. However, if new employees with top talents are hired, they would like to learn some new things in their new position. Moreover, establishments must devise plans to make employees learn and develop through events such as training sessions, and the learning management approach to build a learning environment.

2.8.3 Managing Talent

Organizations according to Odor (2018: 4) , must focus on building a future with the current skills available, rather than constantly looking outside for the next best employee. Managing this talent must be aligned to the future that the organization wishes to achieve and this can only be done with the best skills set onboard. It is therefore important for employees to be equipped with the tools and knowledge to operate at their optimal level and reach desired goals. To ensure business continuity and progress, there must be equal progress of skills and knowledge of its employees. This in turn ensure that skills and knowledge are always updated and improved. This applies to acquiring new skills within the organization.

Nikpour (2017: 65) states that often organizations expect a plug and play action from new employees, without considering that they are coming into a new environment and needs to be guided through the organization's expectations and allow them to become accustomed to the new environment. Managers are key personnel to ensure efficient management of new skills by assisting new hires by making them feel oriented and getting them prepared once they get into the company. In addition, it is imperative to recognize what tasks to set with them (Nikpour, 2017: 65). Also, good training sessions must be scheduled to boost the experience of the new intakes. Clear career paths must be discussed so that the new and seasoned employees are aware of their purpose and future in the organization. In addition to that, existing employees must be assigned to support new recruits as they settle in (Jehanzeb and Mohanty, 2018; Steiss, 2019). Adopting these practices will make employees feel cared for, which will influence their decision to stay employed with the organization.

2.8.4 Evaluating Talent

Shahi, Farrokhsheresht, Taghipourian, and Aghajani (2020:117) mention that evaluating talent means that the organization takes the time to assess the level of talent available within the organization and creates plans to improve these skills to achieve future business goals. Talent evaluation is also done on potential employees where the aim is to assess the level of competence and if the new recruits are a good culture fit for the organization. Bersin, and Chamorro-Premuzic (2019:1) mention new ways to gauge talent and potential. These assessment tools assess if the person will be productive and efficient in the new position and assess competencies such as critical thinking, verbal and inductive reasoning. Conducting evaluation on employees' performance on a regular basis allows an organization to find out if employees would be able to oversee extra responsibilities (Du Plessis and Van Niekerk, 2017: 3). This might prevent an organization from recruiting new talent and can help out the employees prepare for a promotion. Evaluations are also conducted on teams to discover the deficit of skills and knowledge among the team to ensure that they can be upskilled to perform at their best. Such evaluations can be done via interviews, electronic competency assessment or questionnaires. Organizations can further encourage employees for successions, for instance when a leading or senior employee retires (Siddiqi and Tangem, 2018: 153).

In addition, staff members can be allowed to work at their absolute best through sustained educational opportunities, which includes knowledge management. If an employee agrees to leave a company, it is pertinent to carry out an exit interview to discover the reasons for leaving. This will enable the organization to stop the same issue from repeating in the future. There are two advantages of ensuring that individuals and teams are given the necessary attention in respect of talent assessment. The first is that it allows the business to have a view of the level of skills set and knowledge available and become a learning organization, and the other is that employees feel engaged, hence appreciate the training and development and therefore will remain employed with the organization.

From the views of various authors, organizations must digress from the assumption that they have talent management under control simply because they have granted human resources authority over their recruitment process. Talent management seldom occurs naturally. Organizations need an approach that is designed for their individual businesses. In this way organizations can develop and retain the best talent and gain a competitive edge over other businesses in the market.

2.9 TALENT RETENTION

The problem of appealing and retaining talent in many organizations turned to be at the peak of the list of trials confronting corporate executives (Tladinyane, Coetzee and Masenge, 2013: 142). Festing and Schäfer (2014: 263) add to this by stating that employee retention is a key issue for many industries and managers, and that the price of retention normally surpasses the annual wages of the position. In addition to this, talent retention has been described by Bhattacharyya (2015: 76) as the practices applied to retain the talented skilled, and dedicated employees into an organization. Organizations enforces strategies to ensure retention of employees by satisfying their needs and to heighten their job satisfaction and lessen the considerable costs associated with recruiting and coaching new staff. However, not many businesses or industries understand the actuality of a retention issue, and that the high performing employees, and the talented ones are the ones that end up leaving the organization.

Different causes according to Hamid and Yahya (2016: 187) result into difficulty of organizations' incapacitation in retaining talent; one of them can ensue as a result of managers having different opinions in why talent leave than what is essentially true. For instance, managers generally imagine that talent leave their work establishment due to complex work responsibilities, employees simply hope for a helpful experience, but rather they leave because they have no idea or unable to abide with the industrial culture. Nonetheless, the bigger causes why people leave are insufficient challenging work responsibilities, lack of individual development, no universal career prospects and low close collaboration or teamwork with colleagues.

Kaur (2017: 162) contends that retaining talent should be a main concern for managers and that this should be achieved by having a transparent work environment, with open communication and meetings on a regular basis. Also, the application of cross-training and allowing employees to practice various roles in an organization are key factors in the process of talent retention. Furthermore, by getting employees challenged, evaluating their performance, discussing the business objectives as well as taking their feedback into consideration in decision-making inspires employees and add to their retention.

Furthermore, Matongolo, Kasekende and Mafabi (2018: 217) highlight the significance of retaining talent via three different areas, (a) Concentrating on operatives, development, learning and growth, (b) cultivating an attitude that stimulates loyalty, and (c) building a working system that employees are welcome. The first highlight entails that an organization or industry should devise a means for improving their employees and recognizing opportunities. This can be carried out via innovative and giving the work or tasks and by presenting an advisor or trainer. The second phase of the highlight can be done by finding from the employees what they find interesting in their work while giving feedback and rewards. Furthermore, to build a working community that people cherish, Matongolo, Kasekende and Mafabi (2018: 222) suggest that the organizations and businesses should give the employees space to promote honesty by the provision of an environment where they can freely discuss their ideas, experiences and opinions.

Talent retention according to Marinakou and Giousmpasoglou (2019: 3855) is made up of a collection of actions, qualities and policies embraced by corporations and businesses to make sure that their competent experts stay in it for a much longer time. Examples include skills, experience, abilities, innovative and creative ideas to impart values into the workplace system. In the view of Marinakou and Giousmpasoglou, (2019) organizations engage in the act of retaining talents to prevent their loss and to promote people's competence by transforming them from being a novice into an expert. Employers increase the level of commitment in their employees by offering benefits either in cash (commission, bonus, and salary) or kind (recognition or award). With this, employees with multi-talent ideas can share their intelligence with others and help them build their areas of imperfection to the level of perfection.

De Angelis and Grinstein (2020: 2099) describe talent retention as calculated efforts by the organization to grow and sustain an enabling environment with above-average levels of operative commitment to conserve skilled personnel in the institutions and prevent them from exiting. In the opinion of (De Angelis and Grinstein, 2020) talent can be retained in an organization by employing competent people who can bring values into the work system or can provide continuing education to the community of practice where they can make a clear path to advancement. Additionally, an organization can increase a sense of community by being accountable and having a shared purpose by building open communication between employees, management, and patrons where information is relayed to people is honest and transparent enough to make a fair judgement (De Angelis and Grinstein, 2020: 2105).

Holland and Scullion (2021: 2684) highlight that due to the challenges faced with retention of talent, organizations are looking beyond remuneration and focusing on other factors such as work culture, employee-employer relationship, career growth, work-life balance, to name a few, to create propositions that will be valued by employees.

Organizations are now using the Employee Value Proposition (EVP) as a strategic tool to attract and retain employees. This has shown that the EVP model has had a positive impact on job performance if the model emulates key elements such as company position, career growth, ethical culture, and rewards and flexibility.

Employee motivation is a fundamental factor to align efforts together with change management and capacity building. However, stress from overworking and work-life imbalances can make employees unwilling to share from their experiences (Holland and Scullion, 2021: 2687).

Indication from the views of authors reveal that the human capital of any business is an integral instrument to attain the right sustainable competitive advantage. Therefore, organizations must embark on every effort to retain talents for the efficient running of their organization. This means providing high employee morale, commitment to the organization, providing high job satisfaction, accountability, communication, and good decision-making if they are to compete in the war of talent and succeed in their endeavour. The under-sections expound considerable components needed to be examined for successful talent retention in an industry or organization.

2.9.1 Significant Impact of Employee Morale as a Tool for Talent Retention

Employee morale is a key aspect of the business activity. According to Di Fabio and Kenny (2015: 48), it should be recognized as the whole emotional capabilities revealing boldness, enthusiasm and loyalty in the execution of obligation that shows high morale and high efficiency. An operative that is happy with his or her organization will give his or her best when it comes to performance at work. Besides, managers in their dealings with employees can affect the mood of employees and this can result in favourable or adverse effects to the organization's bottom line. Maintaining a constructive attitude improves the company's image. Managers and other workplace executives initially might not pay attention to it, that the employees, patrons, and acquaintances founded a huge web across their countless networks. When employees express their views and thoughts about the industry they work for in a radiant way to their relatives, friends, and community the business gains a better reputation (Di Fabio and Kenny, 2015: 50).

Tan (2018: 21) posits employee morale as the degree to which an employee is satisfied in his or her work environment. Employee morale is centred on transparent communication and clear guidelines for anticipations at work, with accountability and mutual trust. Employee morale contains components such as intrinsic motivation, job satisfaction and organizational commitment, meaningfulness of the job and work satisfaction.

According to the abovementioned author, employees with low morale will exhibit the signs that comprise work absenteeism, conflicts with colleague, disobedience, decreased productivity, unsystematic and tousled work environments. Leaders can assist to bring morale problems forward by permitting employees to articulate matters as a team in the staff meetings or discussions, via employee feedback assessments, or with employee recommendation programmes.

Mallik, Mallik and Keerthi (2019: 3289) defines employee morale as a position of mind that is made up of skills, trust, diligence, exuberance, and mettle amongst the unified team of people with shared effort. Consequently, it is the mainstay of growth in employees' efficiency with motivation and incentive. Morale is viewed as the force that pushes a business up or enhances operatives' weak work performance and displeasure. It is an indefinable element and refers to the state of a person or group regarding the fortitude, loyalty and commitment in the performance of obligation. Mallik, Mallik and Keerthi (2019: 3291) suggest that when employees are content with the treatment of an organization, they tend to be more positive and perform well.

It has been found that employee morale will improve once the employees are heard, feel appreciated, and allied with the organization they work for. When organizations motivate employees and perceive them as a part of organization, then this increases the organizational success story, the commitment level, the individual as well as the organizational proficiency. If organizations promote work-life balance among employees, it is pertinent that they treat the employees well to build an industry where people can willingly contribute effort and talent for the upliftment of their organizational development.

2.9.2 Influence of Employee Commitment as an Approach to Talent Retention

Committed employees according to Kumar and Pansari (2015: 67) are a valued assets in the organization because employee commitment plays a key role in the growth organization and performance of the organization. Due to each industry, organization or establishments desire to upsurge its operation to effectively confront the market forces, commitment of employees is paramount in this regard (Stanley and Meyer, 2016: 210). Employee commitment as stated by Robyn and Mitonga-Monga (2017: 703) refers to the employee participation in the organizational activities.

It is an active response to the whole organization and the level of employees' loyalty to the organization.

According to Risal (2018: 73), employee commitment is an emotional point that defines the employee's relations with the organization. It is the extent to which employees have strong attachment to the organization. Employee commitment is crucial for every single organization, because high levels of employee commitment is beneficial to the organization in numerous ways. Committed employees convey added value to their workplace, through their willpower, preemptive care, comparative high performance, and an awareness of quality.

Estigoy, Sulasula and Guodu (2020: 160) also describe employee commitment as the persistence or self-determination potency that pushes an individual to success. It includes the firmness capability of a person to survive hardship, particularly during the hard-hitting time. Employees using their talent can be committed to the operating management of their business through efficient communication; leadership and influencing and managing the performance of others. Moreover, before employees can become competent and be dedicated to their duties, it is pertinent for them to learn how to manage their own skills, their own time, and their own potentials if they are to attain success in their business. Hence, managing talent can thus assist the leaders to develop their subjective skills needed to make most of their business and interpersonal talents.

The views of the authors above elucidate that people feel that employee commitment is due to the identity of the business or industries, and the high recognition of the organization makes the employees committed to their work. The vigor of the organization can assist employees recognize their talent, coordinate their insights, elaborate strategies, and reach a sense of self-achievement. To retain talent in an establishment, establishments must endeavor to treat their employees well through provision of good job satisfaction such as respect and recognition. Similarly, job satisfaction is also positively related to organizational commitment, while the work input and job motivation are also related to organizational identification.

2.9.3 Impact of Job Satisfaction in Retaining Talents

Job satisfaction is an aspect that is propelled by components such as reimbursement, a good working environment, fringe benefits, use of aptitudes, liberation, self-determination, communication, suppleness, guidance and development and organizational commitment that surges talent retention (Bakotić, 2016: 118). When employees have the freedom to decide on where they wish to work, it impacts their longing to remain in the institution or industry at their current position, which is an integral piece of job satisfaction (Thangaswamy and Thiyagaraj, 2017: 465). Employee satisfaction increases their competence to be innovative and valuable, and it is also linked to talent retention. When there is an absence of satisfaction and commitment in work system or industry, employees are more inclined to go away. Low wages and insufficient job satisfaction are the major considerations affecting retention (Mendryk, 2015; Yousef, 2017).

Job satisfaction as defined by Palvalin (2018: 208) is the satisfying emotional condition that emerges from assessing a person's job as rewarding or helping the realization of a person's job morals. Job satisfaction plays an essential part in raising motivation, leading to bigger production and talent retention. Work indignant are not motivating, but a lack of them can end in job dissatisfaction. With job participation, job satisfaction can affect the future performance, however better performance make employees feel more satisfied and committed. It heightens operatives' efforts and retains talent. It is a string of occurrences that is definitely in accordance with a growth outlook. Employees must have constructive attitudes such as satisfaction and motivation to attain high levels of performance. (Palvalin, 2018: 213).

In the view of Clement and Eketu (2019: 58) there exist a wide range of environmental considerations that can be created and maintained in order to offer job satisfaction to employees. These include compensation and reimbursements, communication, motivation, accountability, adaptability, better work provision that consist of working hours and recreation activities. Employers must persuade employees from going away or work for other companies or institutions. This is due to reasons such as high cost of recruiting and retraining new employees. Presenting job satisfaction and opportunity for growth to the careers of the employees is the most effective approach of retaining talent.

The concept of job satisfaction is how employees recognize their job and other different parts of it. This refers to how well employees love (satisfaction) or hate (dissatisfaction) their job. Job satisfaction can be prompted by components such as promotions, autonomy, relationships with co-workers, income, experiences, values, and needs, all of which are influenced not just by the employee, but also by the employer and the external environment. Organizations must do all they can to satisfy the needs of their personnel while also making them to be accountable.

2.9.4 Accountability as a Means of Retaining Talented Employees

Galindo and Batta (2013: 202) explain that the core tasks for leaders have become leading, managerial, and stimulating a diverse, multicultural workforce. The accountability of leaders to the responsibility of managing a strategic position often direct their effort to the target objectives and influence people around them. This proves an indication that there is a shared dependence between organizations and the civic areas within which it operates. Farther, the manifestation of the leader's efforts also emerged in satisfying the need of the populace such as the provisioning of goods, services and employment and acquiring resources (labour, capital, and raw materials) needed to make a profit in business.

In lieu of the above Suter and Mallinson (2015: 2) refer to accountability as the commitment of a person or an institute to be answerable for any action or giving a good reason for carrying out activities to someone or a group of people while accepting responsibility therein, as well as disclosing the obtained outcomes in an apparent way. To be accountable may at times embroil taking responsibility for money or other allotted property. Nonetheless, for accountability to be effective, goals or objectives must be well-defined and established for the parties involved.

When goals or objectives are defined, employees or the parties to it will be able to assess and observe if these objectives or goals are met. Suter and Mallinson (2015) conclude that incompetence in meeting the goals and objectives can bring about penalties such as official or casual sanctioning.

Ahmed, Abdul Majid, Mohd Zin, Phulpoto and Umrani (2016: 3) agree with accountability as the act of being responsible for actions. It is the answerability, the obligation, the charge, and the expectancy of giving a justification. An employee is accountable if he or she is capable of assertively liable for his or her decisions.

As businesses are saddled with responsibilities, leaders as the prime candidates must devote time to make clear descriptions of the delegated tasks to their subordinates. In so doing, a leader has a responsibility to accordingly inspect and fix the effort that was provided by his employees and himself further down the line to achieve the organization's core objectives. A leader must ensure the obligation of aligning the overall organizational objectives with that of the team for accountability to persist. People can be accountable in an organization when they are authorized and inspired to tactically work in the direction of set goals, rather than instinctively completing individual tasks.

Hall, Frink and Buckley (2017: 206) conclude that accountable people, groups, and institutions are ethically driven by gaining the opinion of others, they speak openly and fairly, they probe for feedback, present it and act on the outcome they receive to give a transparent reporting. Moreover, they gain understanding from their achievements and disappointments when pooling resources with other people across workable boundaries and building an environment of trust. Furthermore, an accountable person is always ready to stay above the line by taking the required risks to innovatively deal with their challenges (Hall, Frink and Buckley, 2017: 219).

Finally, from the traits proven by the scholars above, accountability entails the interpretation of a person's understanding of a quest for responsibility in a particular situation. Accountability is about how well a person can explain his justification for something, and the degree to which responsibility can be carried out while being answerable in a transparent manner. The operational activity of the business is a failure if people in an establishment cannot be held accountable for their deeds. The result of this may give chances for unscrupulous behavior and irregularities. Having the value of accountability can help the organization build a conducive working environment that brings positive change. As a result, organizations must embrace the trait of accountability to build values that can enable people to be accountable and communicate guidance and instruction to realize the aspired results of the organization.

2.9.5 Effective Communication as a Channel for Retaining Talent

In organizations of today, a good means of connecting people in realizing a common set of goals, objectives and actions is by communication (Marini, Folgieri, Gadia, and Rizzi, 2012: 238). Likewise, a contrast to effective communication can bring about a misrepresentation of an idea which in turn can hamper the drive of a manager to accomplish the given objectives. In the same vein, operational teamwork can be expedited by impeccable and open communication. Where this happens, all the employees in interconnection will be able to walk in the same direction as pertaining to meeting work goals and plans, everyday jobs, and timelines. A dependable statement is sustained by the incidence of organizational etiquette which is controlled by the standard of communication under any condition (Marini et al., 2012: 239).

Wolever, Simmons, Sforzo, Dill, Kaye, Bechard, Southard, Kennedy, Vosloo and Yang (2013: 39) observe that a task will be completed only when it is well executed. To execute a task, information about the idea must be rightfully transferred. According to the authors, communication can be described as the approach by which information, ideas or feelings are expressed from a sender to the receiver. The manner of communication can be classified into the verbal approach which can be otherwise known as oral communication and non-verbal communication, the inclusion of which are both written mode of communication and the use of body gestures.

In most cases, in an organization, people make use of telephone or mobile technology, video conferencing, and the setting of meetings as a means of disseminating information. As a manager, a good means of sharing ideas, deliberating on plans and describing objectives involving short-term and long-term is also through brainstorming sessions. In this way, concerns regarding daily operations and affairs, and feedback about the status of work reports are made known. Also, the challenges and concerns arising in place of work-related matters can be resolved on this ground.

In addition, other means of disseminating messages in written form can take the form of emails, memos, text messages, and electronic bulletin boards. Another form of communication similar to that is the use of body language to make an expression about ideas, symbols or opinions. The sending of the information can be complete only when it is free from distortion, noise and clear expression (Wolever *et al.*, 2013: 49).

Eisenberg, Johnson and Pieterse (2015: 145) add that a significant part of communication practice is using feedback as a tool of exposure between management and employees. However, communication within the organizational structure is farther than a mere way of serving as a tool of exposure. In the same way, it is a means of getting across to the public and making the populace aware of the organization's intention. Also, communication can be seen as an instrument of advertising medium that conveys an idea to the people and help them facilitate their decision-making. Just as it is an instrument of exposure, organizations, especially those operating businesses use communication as a better means of boosting their profitability volume, acquiring more patrons and prolonging the life of the business. To ensure the purpose for which communication is conducted reaches the target audience, the message dispersed must be clear and easily understood so that the recipient can make an informed decision. Examples of the passing on information to the public are billboards, handbills, SMSs, emails, television adverts, radio advertisements, and social networking tools like Facebook, Twitter, MySpace and LinkedIn. Organizations can grasp many opportunities in their environment and promote effectiveness in their operation where communication is well related to the recipients.

Martin-Raugh (2016: 42) states that communication skills are traits that articulate the nature of character or sociability of a person in any given environment. People with highly developed interpersonal skills are characterized by features such as modesty, sympathy, morality, and cooperation. These people always get along well with others, especially when on team assignments. Managers must be excellent in communication skills such as written, oral, gesticulation or any means of conveying messages within the organization.

Guerrero, Andersen and Afifi (2017: 57) conclude that the core values of all communication channels are to form relationships. For this reason, the value of communication can be operative, therefore it can be perceived as a way of building relationships amongst the parties involved which are the transmitter of the message and the addressee. Hence, when communication is impeded, mistakes are bound to set in, rumors start to develop, and rifts are created amongst the parties engaging in communication. Although, turning to become a good speaker often requires a person to be skilled and knowledgeable to demonstrate actions and the approach that maximizes the helpful results.

Consequently, to ensure that successful communication is guaranteed, it is relatable that the manager as a leader should embrace connecting with other people as valuable. Also, a perfect understanding of what is to be discovered because of interacting with others must be envisioned as a leader. In trying to develop one's viewpoint as a leader, the best effort must as well be made toward the perspective of the recipients while taking responsibility for how to connect with them. Above and beyond all, managers as leaders must be honest both in their words of expression and in their act.

The deliberations from the above scholars exposed that communication goes beyond just ordinary conversation. For this reason, the parties relating to communication need to be competent to effectively pass on good messages and ideas. Work executives or leaders can improve their expertise by understanding the value of effective communication as this can assist them to direct their thoughtfulness of developing employees that are able of conversing inside the firm with the clients, dealers, and supporters. Effective communication can boost business productivity, reduce errors and enable work operations to be run competently and extend tentacles further than the business boundaries, especially in the case where barriers that can break communication channels are averted (Newnam and Goode, 2019: 20).

To retain talent and prevent loss of knowledge in the organization, managers and their subordinates need to cement their bond and construct a very resourceful team where members can work in unison and take up responsibilities by inculcating the behavioral qualities of knowledge, skills, experience, creativity, innovation, accountability, and communication to make their job easier and get employees motivated to put in their best exertion. Efforts attained from the product because of high productivity can assist a business establishment to yield a hale and hearty work atmosphere that is capable of adapting to the changing demands of the patrons and environment.

2.10 TALENT RETENTION MODELS

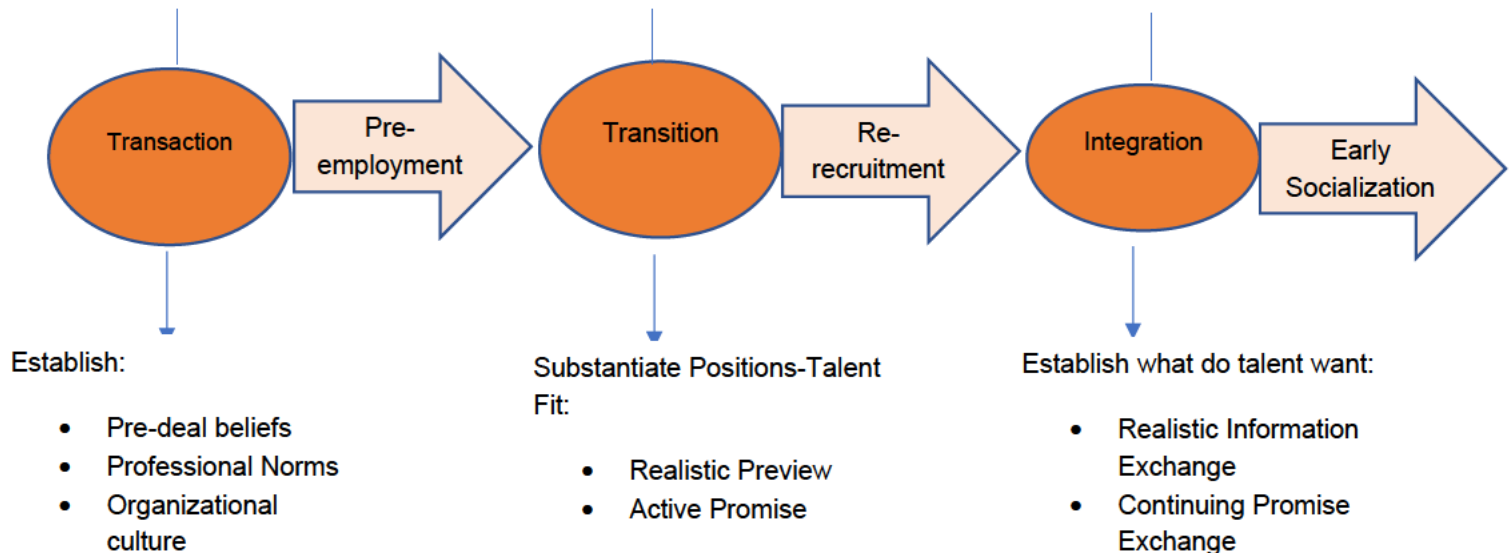
Retaining talent in an organization can be time consuming and can as well be costly. Moreover, retaining talent has an effect in that it can decrease productivity levels of the organization's operations leading to reductions in profits. Consequently, organizations need to build an environment where people work together with businesses and colleagues. Through the years, several studies have been considering a fitting model to accomplish this. The below section highlights the retention models that can assist an organization to retain talent.

2.10.1 A Three-stage Talent Retention Model

The figure 2.4 below portrays a three-stage talent retention model proposed by Holland and Scullion (2021: 2714) to illustrate the combined stages of the acquisition process within the building blocks of the psychological contract. Circumstances which make it important are the disjointed and intermittent type of the acquisition process, prompting happenings and establishing emotional pressure points that contest the talent's intentions to stay. Regarding talent retention, acquirers must look back to progress and the results point to the need to recognize talents' earlier targets and employees' employment history before any attempt to re-employing employees.

Holland and Scullion (2021) posit that comprehension of the talent's pre-deal values will assist in laying a strong psychological contract at the process stage. Nevertheless, this needs to be built up through the subsequent transition and integration stages and ultimately lead to higher retention levels. Offering the learner with a practical idea of target talent will serve as the basis for overseeing physiological contracts of the talented employees which the acquirer desires to retain. Thus, this model illustrates the importance of having a sound process for the retention of an organization's key asset to ensure business success.

Figure 2. 4: A three-stage talent retention model



Source: Adapted from Holland and Scullion (2021: 2714)

2.10.2 Ashraf and Joarder Talent Retention Model

In the figure 2.5 illustrated below Ashraf, Joarder, and Masum (2008:203) suggest that there are four human resource factors which are compensation package, person organization fit, challenging opportunity, and training and development. The four organizational factors are work environment, company culture and policy, leadership behavior and teamwork relationship that affect employee retention.

Some of these factors are more favorable than others among talent, yet all yield a positive result on employee retention. The model is represented below in the diagram. Mbugua, Waiganjo and Njeru (2015) compensation package is the most popular tool to retain the best talent in any organization. Khalid and Nawab (2018) concur that an organization compensation package must be tailored to meet individual skills and jobs. For example, sales employees benefit from an advantageous commission structure. The package should also include profit sharing, performance incentives and bonuses.

When an organization migrates to paying the right salaries to the right people and having a sound compensation offering then it will only reap the rewards of a low employee turnover and retention of skilled individuals.

Memon, Salleh and Baharom (2015:313) explain that person organization (PO) fit refers to how compatible the employee is with the organization's culture, values and ethics. PO fit is usually one of the gauges for employee retention. Once an employee has found an organization that values his/her beliefs and personal values, the employee is bound to stay employed at the organization. It is therefore imperative for an organization to ensure that its culture, values, and ethics are sincere and attractive.

Magnier-Watanabe and Benton (2017: 327) opine that talented individuals that are sought after are driven by challenging opportunities that present themselves in their jobs. These high performing employees are fuelled by challenging projects and tasks and are motivated when these projects are completed as their personal objectives and goals are also met. Kamalaveni, Ramesh and Vetrivel (2019: 7) add that training and development adds another dimension to the retention of such skilled individuals as they prefer to learn new concepts and update their knowledge. These individuals are best retained where they are met with training and development initiatives and tend to stay longer with the organization.

When referring to the organizational culture, talented individuals find this factor to be one of the most important in this category. Rakhra (2018: 57) discusses how employees want to work in an environment where they are respected, their personal lives are prioritized and where they engage in meaningful relationships with co-workers.

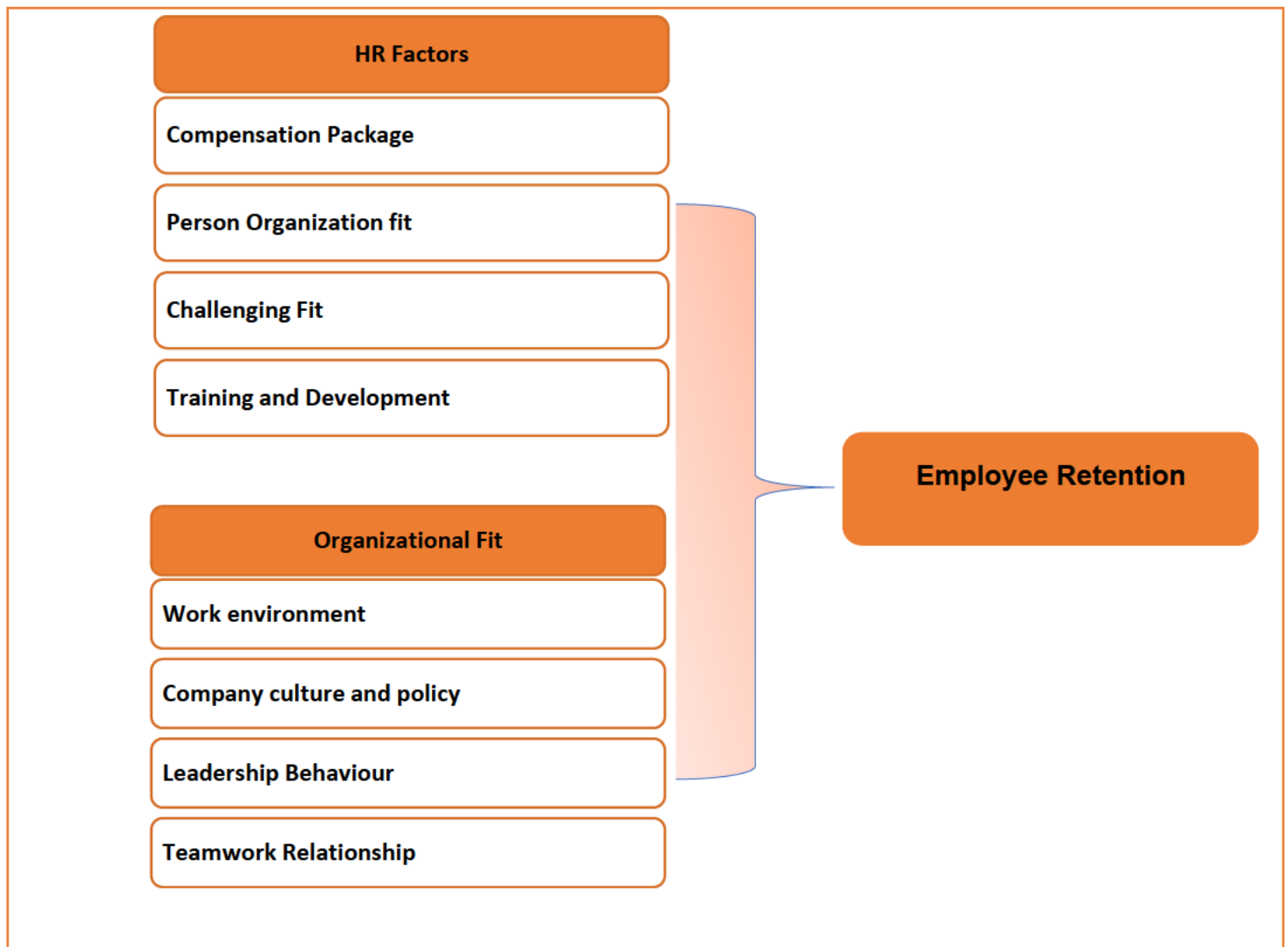
A workplace where their challenges are recognized, and where time is invested in creating a conducive workspace. Narayanan, Rajithakumar and Menon (2019: 240) endorse that company culture is an important participant in retaining talent. Corporate governance, sound policies and thorough processes are attractive to talented employees which provides stability. Kundu and Lata (2017: 720) further elaborate that these policies and procedures cement the appropriate leadership behaviors, where leaders act as mentors and coaches to their subordinates.

Teamwork is also facilitated by the leader who enables togetherness among the team where tasks are completed in unison, promoting team commitment which increases the tendency of employees to stay.

It is thus evident from the authors' findings that the HR factors and organizational factors listed above have a significant impact of employee retention. Organizations must pay heed to these factors and implement them wisely to engage, attract and retain the best in the industry if they want to propel in the market and get ahead of the competition.

The view of the authors as stated from above revealed that organizations need to sustain their human resources to function appropriately and promote their businesses, therefore organizations need talent retention. Talent retention is a business approach to retain prospective employees to stay faithful and dedicated to the company. Talent retention is important to organizations because it helps with cost reduction, improves employee loyalty etc. (Lock and Carrieri, 2022: 5). The problem for personnel professionals in talent retention is to create and recognize the correct career development strategies. Consequently, the employees can boost their undertaking successfully and competently (Mouton and Bussin 2019; Abrams, Harknett and Schneider, 2022).

Figure 2. 5: Ashraf and Joarder Talent Retention Model



Source: Adapted from Ashraf, Joarder, and Masum (2008:203)

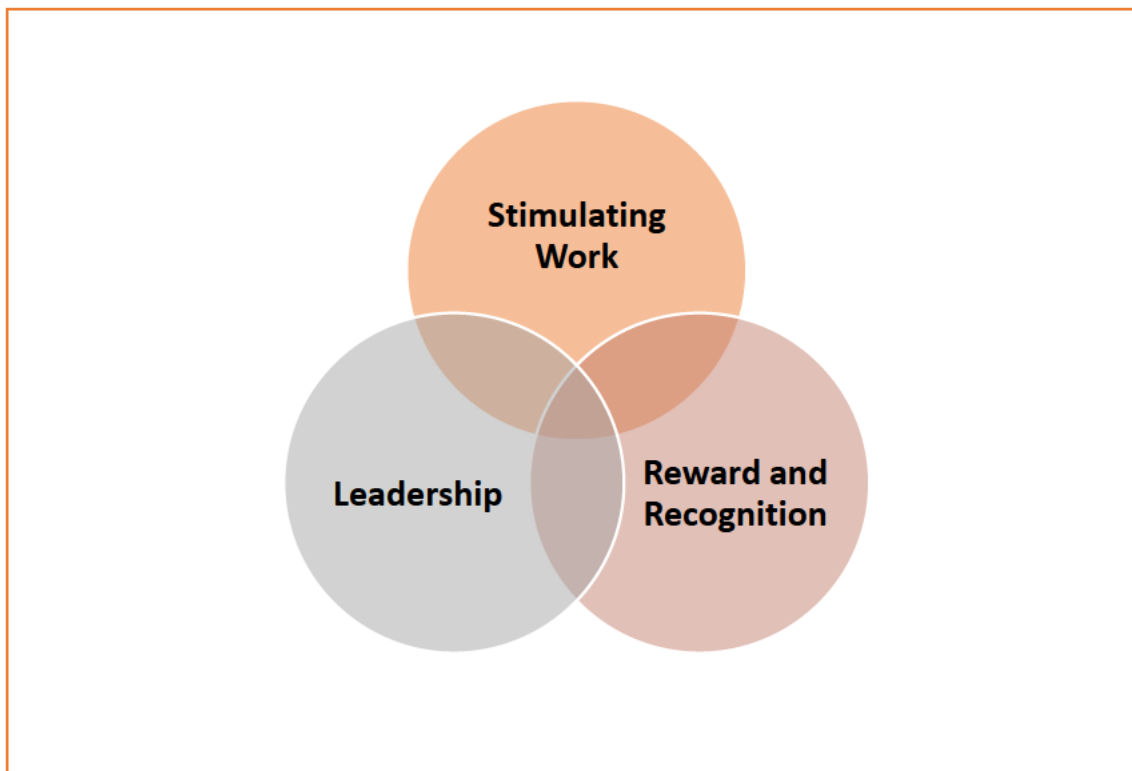
2.10.3 Employee Retention Connection Model (ERC Model)

This model depicted in figure 2.6 below concentrates on the organization's culture, depicting 3 elements of employee retention. Retention connection shapes a unique retention structure to suit the organizational culture.

Kaur (2017:166-168) explains that this model has inspired the manufacturing sector in creating their retention strategies. This model advocates that the organization's culture should aim to meet employees' expectations, especially when organizational success is driven by high performing employees. Stimulating work will include providing projects with set deadlines, understanding how contributions impact the team and the organization, giving constructive feedback on tasks performed, providing the opportunity to learn and develop, the autonomy in decision-making, and the surety of belonging within the organization. Hussainy (2020: 44) further elaborates that leadership plays an integral part in retaining employees as they lead by example. They mirror the organization's values and ethics, which is copied closely by their employees. Leaders provide direction and share common organizational goals to achieve success. They are advocates for change and believe in innovation and focus on recognition. Choudhary (2016: 28).

Recognition and rewards motivate high-performing individuals and teams to achieve organizational success. It builds teams and creates a culture where good performance is celebrated which increases employee morale and ultimately keeps skilled individuals employed. Hussainy (2020:44) thus advocates that if management provides sufficient stimulating work tasks and responsibilities and a rewards and recognition scheme to support performance then employees will be motivated to remain with the organization.

Figure 2. 6: Employee Retention Connection model (ERC Model)



Source: Adapted from Kaur (2017)

2.10.4 Integrated Retention Model

Kaur, (2017:167) explains that the employee retention connection converts the organizational culture and stimulates a competitive edge, called the integrated retention model using the following five phased approach as illustrated in figure 2.7 below.

The first phase begins by analysing the organization's motivation culture through focus groups and surveys. This analysis aims at sifting out the factors that are motivating and demotivating to employees (Hussainy, 2020:45).

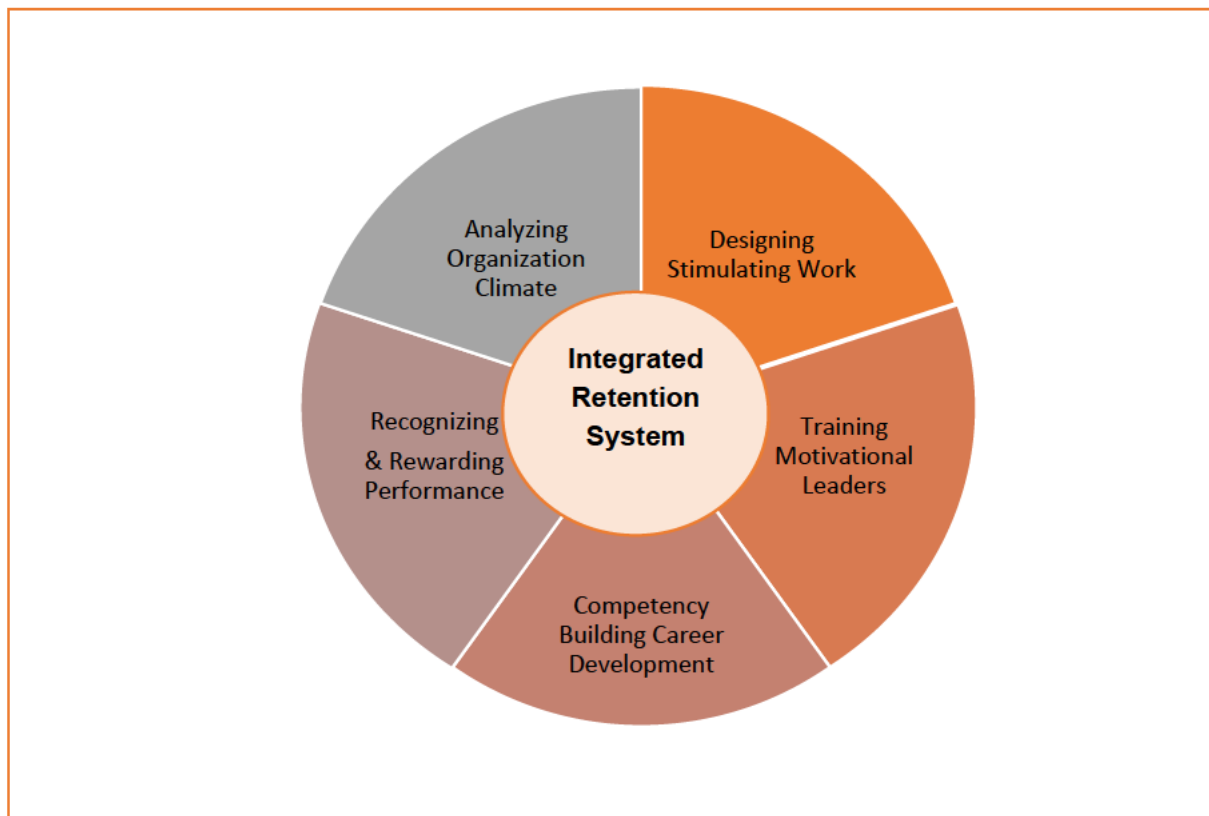
Phase two includes involving employees in stimulating work that includes a variety of tasks, the creation of opportunities and provision of resources to learn. The third phase assesses and trains supervisors and managers in situational leadership techniques which include developing others, promoting organizational change, motivating and guiding employees.

The fourth phase involves delivering a plan on individual development which include developing skills and knowledge of teams, planning training and other educational activities for competency building, as well as coaching and mentoring employees (Hussainy, 2020:45).

The fifth phase aims to build a personalized rewards and recognition programme to fit the organization's culture by recognising good performance, attitudes, and willingness to leave. This phase also investigates the rewards and recognition options to performance contributions.

Thus Hussainy (2020:45) describes this model as a tool that assists both employees and businesses to develop and deliver a career development plan and retention programme where the focus is on building skills for the future. This model with the integrated system for employee retention, provides for a rewards and recognition scheme that supports organizations' cultures, policies, and processes and is an effective retention instrument. Therefore, this model has been appreciated and adopted by many industries as it is a well-rounded effective employee retention model which provides opportunities to employees (Hussainy, 2020:45).

Figure 2. 7: Integrated Retention Model



Source: Adapted from Kaur (2017)

2.11 TALENT RETENTION STRATEGIES

Talent retention should continually be a main concern in any organization. Thus, HR leaders need to form a variety of strategies to assertively influence talent retention. By using the compensation and benefits; Rewards and Recognition; Training and Development; Work-Life balance; Career advancement opportunities; Performance Management; Employee Participation and working environment.

2.11.1 Compensation and Benefits

As defined by Bana (2019:242) compensation and benefits are the fundamental items in exchange for employment services rendered to the employer. Compensation and benefits such as flexible work options, paid leave, financial wellness, career development, educational assistance, mental health, and wellness assist organizations to draw and retain top talent. Compensation is imperative to motivate employees into working towards meeting company objectives.

According to Terera and Ngirande (2014: 483) it is pertinent for talent retention because it assists an organization to prevent high expenditures related with turnover. Salary, according to Kong, Wang and Fu (2015: 148) compensates employees for executing the duties assigned to them and gives them a steady income while the benefits encourage them to meet up with and exceed their goals and enables them to boost their earnings. These can develop into better employee satisfaction, making them more likely to stay (Thomas 2015; Hoole and Hotz, 2016). Past studies have illustrated the distinct benefits of compensation and benefits and its impact on employee motivation, and talent retention. Bana (2019:242) found that an attractive compensation and benefits package is far more attractive to potential employees than any other benefit. Bussin and Brigman (2019:7) states that this is mainly evident with highly skilled employees who have the ambition to grow within their respective organization's but will be swayed by an attractive compensation and benefits package advertised by others in the industry. Chiekezie, Emejulu and Nwanneka (2017:124) explains that it is therefore important for organizations to understand the expectation of their skilled employees and those that they want to attract and amend salary packages and benefits accordingly. This exercise will be fruitful as the cost associated with replacing skilled employees far supersedes the cost of retaining them. Pregnolo, Bussin, and Schlechter (2017:9) agrees, that talented employees are highly sought after and therefore organizations must ensure that their compensation and benefits policies are lucrative enough to retain their most skilled employees to ensure business continuity and long-term employment relationship between employer and employee. Bana (2019:238).

2.11.2 Reward and Recognition

As opined by Jean, Ngui and Robert (2017: 27) reward and recognition is a system in which employees are recognized for their accomplishment in intrinsic or extrinsic manners. This approach exists in a work environment where there is fitting credit and gratitude of operatives' hard work in a fair and judicious basis. Rewards and recognition enable employees to spot that their company acknowledges them and their efforts to the achievement of their team objectives and the establishment they work for (Mabaso and Dlamini, 2018: 3). When employees are rewarded for their good work, they feel valued and further motivated. The effect of this can enhance the efficiency and effectiveness of the company.

With rewards and recognition in place, employees can build a sense of security of their worth to their establishment (Ott *et al.*, 2018: 17). This can motivate them to continue great work and use their talent for the growth of the organization (Amoatema and Kyeremeh 2016; Gadi and Kee 2018). Also, the ability of a business or institution to infuse some extra reward and recognition to gear the effort of the employees, the organization can attract people who are prepared to go the extra mile exhibiting their whole talent (Jean *et al.*, 2017; Akunda *et al.*, 2018).

Bhalla and Sidhu (2017: 288) describe training and development as an incentive for employees to remain in a business. The training and development tailored into the business urges the employees to contribute to the company, as their training is concentrated. Training and development could also enhance employee commitment as they get more invested in the product of an organization and its services (Devins and Reynolds, 2018: 35). This enables an establishment to earn and retain top talent, heighten job satisfaction and morale, increase productivity, and gain more revenue. Developing the employees and preparing them with relevant skills provides an establishment the opportunity to locate high performing employees. These employees can therefore be compensated and offered inducements for their successes. This raises the staff morale and is a key factor of talent retention (Ghartey, 2018: 22).

2.11.3 Training and Development

Al Karim (2019: 8) Training and development opportunities are traditionally learning programs that enhance the skills and knowledge of employees. However, modern learning opportunities such as cross-functional learning, job shadowing, coaching, and e-learning have been adopted by organizations to suit the different generations that encompass the workforce and to keep abreast of trends within their industries. Fletcher, Alfes, and Robinson (2018: 2705) agree that technological advancements, automation, mechanization, and an ever-changing work-environment has made organizations realize that improving the skills and knowledge of their human assets are the only way to ensure success. Oluwaseun (2018: 184) states that training and development opportunities have a significant impact on employee retention as the employee is inclined to remain with an organization that cares about the professional growth of its employees.

Abba (2018: 28) agrees that when an employee's knowledge is enhanced with an organization, it builds a long-lasting relationship that yields positive results. Rahayu, Rasid, and Tannady (2019:99) agrees that training and development of employees is a return on investment, while productivity is increased, the employee becomes committed to the organization and is more likely to build a career within the organization. Halawi and Haydar (2018: 32). Businesses must be sure to update training programmes and provide development opportunities that their competitors are providing thereby keeping up with industry norms. In addition, legislative training is also vital to ensure a bright future for the organization. Alrazehi, and Amirah (2020:17) mentions that developmental opportunities should not always be big career moves, little changes to one's job makes a huge difference to the employee's learning and increases their intention to stay. Al Karim (2019: 8) affirms that the contrary is possible where a lack of training and development opportunities results in skilled employees becoming bored and losing interest in their jobs, thereby seeking new employment elsewhere. It is therefore imperative for organizations to refresh their learning opportunities and ensure sound policies are in place to guide training and development of their employees.

Halawi, and Haydar (2018: 32) state that talented employees want to be taught a new skill and want to be involved with imparting their knowledge to their peers, therefore it is vital for managers to pay interest in these employees and engage them with training others when necessary. Tannady (2019: 89) agrees that employees are keen to use their newly acquired knowledge and skills as it not only increases productivity and improves processes, but skilled employees want to make a difference by imparting their knowledge. Thus, it has been acknowledged by many that training and development in any organization provides a sense of authority, seniority, accountability to skilled employees, and will create subject-matter experts within the organization which will enhance the organization's competitive edge and the employee's intention to remain within the business (Abba, 2018: 30).

2.11.4. Work-Life Balance

Achieving a work-life balance as stated by Richert-Kaźmierska and Stankiewicz (2016: 679) implies keeping a harmless division between work and private life. Though some employees may find it difficult to separate and spend time in each area.

This arises when employees worked extra-time, travel frequently or have many private errands. Jaharuddin, and Zainol (2019: 7) mention that some employees are so dedicated to their jobs that they are unable to separate their work and personal time which has an impact on their health, stress, absence from work, low productivity quality of life and wellbeing. Some forget hobbies, and others are unable draw the distinction and sometimes expect the same from others. Organizations by encouraging employees can assist the employee to maintain a healthy work-life balance. Bataineh (2019:101) found that often skilled employees are looking for benefits outside of what monetary compensation can offer, and therefore a well thought out, fair and reasonable policy which accounts for employees' interests, encouraging employees to take lengthy periods of annual leave are appreciated. These policies should also include sabbatical leave where an employee can take a period of time off, sometimes unpaid or at a reduced salary to attend to personal projects, some time to recoup or taking care of family. This allows for employees to rest, focus on their personal life and think about their career.

Sánchez-Hernández, González-López, Buenadicha-Mateos, and Tato-Jiménez (2019: 5122) confirm that some other interventions that promote a healthy work-life balance would be to offer flextime working. This concept does not dictate a start and end time nor a place of work. Employees can plan their work schedule to a manageable number of hours to ensure that specific work goals are met.

Bataineh (2019:103) agrees that this concept allows for the employees to adequately plan their work to coincide with their personal needs to ensure a balance. Employees feel less stressed and are more productive. From the authors above it is therefore evident that organizations must promote a healthy work-life balance to ensure a productive, innovative and a dedicated workforce that will be loyal to the organization and motivated towards meeting business objectives. This will increase retention rates, efficiency and eventually profits (Kaddourah, Abu-Shaheen and Al-Tannir, 2018: 4)

2.11.5 Career Advancement Opportunities

According to Dalayga, and Baskaran (2019: 899) career advancement signifies the upward movement of an employee's career, usually starting off at a low-level position and working towards a high-ranking position or promotion until the desired goal is achieved. Houssein, Singh, and Arumugam (2020: 21) agree that career advancement opportunities are those offered by an organization to propel skilled employees into realizing their career goals thereby meeting organizational goals. For an employee to grow their career within an organization, one of two paths could be followed, that is the Ladder career growth or the Lattice career growth. Hedge and Carter (2019:1) explain that the Ladder career growth path focuses on an upward trajectory, a vertical view, where an employee gets a promotion to move into the next higher position. The Lattice growth is a horizontal view which does not translate into a change of status when moving into another position. Hedge and Carter (2019:1) point out that employees will often move laterally in the same department to improve their skills and knowledge, and become experts in their jobs. Kossivi, Xu and Kalgora (2016: 3) highlight that career advancement opportunities can assist with retention because employees can build a sense of allegiance to employers that are ready to invest in them. Also, when the period to appoint new recruits comes, career development options can be appealing to the job-seekers (Iqbal, Guohao and Akhtar, 2017: 2). Career development opportunities are vital because they ensure that employees' career development needs are met, thereby committing employees to remain with the organization. Organizations are more inclined to hold on to employees who dynamically demonstrate the interest in training programmes, and multi-talented employees have a unique advantage (Kundu and Lata, 2017: 703). Not just that, employees will decide to remain with a company that presents them the possibility to develop their career. To retain talent, work establishments can advance the careers of their employees through teamwork, knowledge and resource sharing, schooling cost-covering courses, tutoring, feedback, clear promotion paths and inter-department participation (Akunda, Chen and Gikiri 2018; Arasanmi and Krishna, 2019: 175).

2.11.6 Performance Management

Wijesiri, Paranagama, Sirirwardhana, Thilakarathna, Weerarathna, and Pathirana (2019:6) mention that the performance management process is used by organizations to evaluate employee work performance against agreed organizational goals. In doing so, they give constructive feedback, coaching and mentoring to reach the desired level of performance. The aim of this process is to guide the employee performance in the direction of achieving organizational goals while learning and meeting personal work objectives (Baharin, and Hanafi, 2018: 699). Performance management is usually seen as a one-sided discussion, however if organizations want the maximum benefit from these discussions, it must be a collaborative effort that considers both the employer and employees' interests (Wijesiri *et al.*, 2019: 7). The system must consist of clear guidelines on goals and targets, timelines for the achievement of these targets and a discussion on a career path.

Singh (2019: 428) states that performance management is an effective employee retention tool if employees believe in the system. The system must be fair and consistently applied to all in the organization. Feedback given must be to learn and not to harm the employees. Studies by Malik, Baig, and Manzoor (2020:1) show that talented employees seek this kind of transparency, honesty and forward planning from their employers and therefore choose to remain with those that can aid their development and learning. The success of the performance management system is therefore dependent on how the stakeholders perceive the system and make use of it. It should not be a tick-box exercise that must be done for performance scores but a tool that guides high potential organizational performance. Malik *et al.*, (2020: 4) thus mention that a sound performance management system assures the employer that it has the right people performing at the required level and it gives the high performing employees the confidence that they are guided in the right direction and therefore choose to remain with the organization (Schleicher, Baumann, Sullivan, and Yim, 2019:851).

2.11.7 Employee Participation

Employee participation in the view of Akunda *et al.*, (2018: 8) refers to actions and processes adopted to make employees to take part in a particular programme to attain a shared goal.

Similarly, it is a process whereby employees assume control of their job and its terms by integrating their commitment in decisions regarding their work (Abarantyne, Naidoo and Rugimbana, 2019: 4). There are two forms of employee participation, namely, direct and indirect participation (Allen, 2015: 317). Direct employee participation involves employees conversing directly with management on changes in the organization system in which the employee is participating and may involve consultation on long term matters. This kind of employee participation allows for both organizational and personal employee matters to be dealt with fairly without either party driving its own agenda, which promotes productivity, employee retention and competence. Akkerman, Sluiter, Jansen (2015: 3) mention that indirect employee participation is usually formal and with low influence. Through this medium, employees participate through employee representatives who are elected by employees in a bargaining council, union, or board of directors.

Ojasalo and Tahtinen (2016:34) state that employee representatives present the interests of employees in committee meetings, management meetings and board meetings. While this method of participation may appear separated from employees, it is impactful as the representatives serve their constituents and take their directive. Employee concerns, voices and suggestions are still heard, making this an effective engagement tool for the workplace. Akkerman *et al*, (2015: 3) agree that in this process of employee participation, employees divide up decision-making power about their duties with their leaders or managers. Employees who are permitted to participate in making decisions and other important activities in their workplace are more likely to stay with their organization. These employees are more engaged and will be more productive. They will experience a stronger connection to their workplace's quest and objectives, making them more efficient organizational representatives (Chawla, 2020: 36).

2.11.8 Work Environment

Tirta and Enrika (2020: 88) define work environment as the place where an employee functions and operates. Raziq, and Maulabakhsh (2015: 718) explain that a work environment consists of the whole components that can influence the daily production, including what time, how and where to work. The working environment may impact the employees' attitude, zeal, psychological wellbeing, and performance.

A positive working environment is one that promotes positive energy, growth and productivity. It has strong values, fair policies and processes, a culture that endorses loyalty, trust and a good value system. Sustaining a positive work environment can help strengthen operative's morale, retention of talent, and productivity (Amushila and Bussin, 2021: 11). Establishments can build a conducive working environment where talent is expended and retained by giving employees space as well as privacy to execute their job, making the office more comfortable, and improving communication. Holding corporation events as well as expressing appreciation to the employees can develop trust and incites passion in them (Aguinis 2019; Armstrong, 2021). Above and beyond, to sustain production, and keep morale at a high level, it is pertinent that organizations avoid underpaying the employees if talent were to be retained in an establishment. Siddiqi and Tangem (2018: 156) explain that studies have found that compensation is not the only denominator that predicts an employee's intention to stay with the organization. An organization that has good communication channels with their employees, encourages teamwork and builds morale is more attractive to a potential employee and will keep the talent within the organization. Raziq, and Maulabakhsh (2015:720) agrees that a positive work environment that displays relatable values, that harnesses a culture that promotes employee wellbeing and growth is more likely to be the deciding factor when an employee chooses an employer and when to be loyal.

2.12 CONTEXTUALISATION TALENT RETENTION (FOOD INDUSTRY)

The food industry has been one of the most accessible employers in the world (Rais, Acharya and Sharma, 2013: 2). This industry occupies an important place in the areas of professional integration, productivity, and personnel proficiency (Jones and Solomon 2013; Christopher and Ryals, 2014). Operatives' turnover derived from the innovative-aged employees generates operational doubt for corporate leaders in the food industry. It is apposite for corporate leaders to determine which industrial practices help sell their businesses, produce the inventive work culture, decrease turnover and boost talent retention in the food industry.

Not all organizations apply the same set of traditions. The accomplishment of any administrative practice hangs on managerial qualities. Nonaka, Kaihara, Fujii, Yu,

Shimmura, Hisano, and Asakawa (2014: 24) examined employee fulfillment in the food service industry by reviewing the findings of a survey conducted on the restaurant staff located in Japan. The questions were categorized into, work environment, work efficiency and service quality, relationship with bosses, rules, education system, attitude and motivation toward work, as well as interest in multi-skills development. Satisfaction measures and the differences among the qualities of job stance, the employee's design, age bracket, and the duration of uninterrupted jobs were tested with relational assessment and statistical structure analysis. The findings of the authors uncovered that it is imperative for corporate managers to make sure that job satisfaction of the employees in the food industry is a primacy and preserved (Nonaka *et al.*, 2014: 33).

The accomplishment of an organization hinges on the operatives' experience, their knowledge, and the skills they possess (Torombe 2013; Bedwell, Fiore and Salas, 2014; Adam, Prostean and Proetean, 2015). Employees often like to stay in an establishment for many reasons according to their choices (Hayes, 2015: 8). The food industry for instance, is a business motivated by its employees. Company executives must be transparent in their attempts to form a good relationship that enable employees in realizing organizational objectives and dream. Talent practices influences employee engagement in the food industry.

Rashid and Ghose (2015: 3) carried out a study at the retail food and beverage industries to examine the relationship between organizational culture and brand identity. In addition to explore how company leaders at retail coffee shops and cafes founded their brands. The authors suggested setting up the right brand name in advance to assist the business leader in reducing the issues in the course of brand identity conception. The business leader's personality can affect organizational culture, and an unremitting stream of revised business intelligence plays a key starring role in the development of a clear brand identity. Rashid and Ghose (2015) found that managers need to integrate the personal marketing and values in the retail industry to structure the internal culture that helps increasing brand identity. Consequently, managers must develop an internal culture that promotes work satisfaction.

Beehner and Blackwell (2016: 204) conducted a study on employee turnover because the authors note that there was a major problem in the food service industry. A

quantitative experimental two-group pretest, and posttest survey was done to establish if the operation of a workplace mysticism programme had an impact on turnover approach in food service industries. The sample employed for the survey comprised of 53 employees of a different fast-food restaurant in Florida. The study revealed that the influence of a workplace mysticism programme on turnover approach was not significant ($p = .274$), thus advising workplace mysticism intercessions may not be a suitable turnover plan validation approach in the food service industry.

In closing, talent retention in food industry ensures that the organizational productivity is enhanced by retaining and maintaining efficient and skilled employees. It is essential for the business owners and work managers to establish an impetus that motivates the employees. The food industry is inimitable because it is service based. Industrial executives must understand that the talent to offer quality service must also be of extreme significance to employees employed in the food industry.

2.13 EFFECT OF TALENT RETENTION ON EMPLOYEE MOTIVATION

Talent retention is said to be active when an organized exertion is made to form and promote an environment that inspires and cares for employees to stay working by sustaining strategies and practices in place that address the employees' various needs.

Even though talent retention at present has turn out be a difficult mission, it is valuable to both the organization and the employee (Granados and Gupta, 2013: 637). Employees are enthused to continue with the organization for the longest period.

The responsibility as viewed by Donohue, Bornman and Granlund (2014: 56) of human resource personnel is done seamlessly if it recruits the exact person for a job at an appropriate time. However, a person with good talent will not be deficient of prospects. When an employee is not content with the current work, such person may find a more suitable job. Successful organizations may be succeeding because they care for their employees and understand a better approach to retain them in the organization. Employees remain or leave the organizations for the motives which may be private or professional.

Those who are content and happy with their work are profoundly devoted to their work and aim for organization's development (Donohue, Bornman and Granlund, 2014: 58).

According to Di Fabio and Kenny (2015: 48), job satisfaction is a matter that operative people try to find and a vital part of talent retention is conceivable by making the operative content both physically and emotionally. The inflationary drifts encountered in the market economy is making the job market difficult and more competitive. At present it is highly difficult to retain people, because lots of talent is becoming gradually tapped out. A better employer must know how to appeal and to retain people with talent. As indicated by Di Fabio and Kenny (2015), they may be numerous strategies of retaining talent in the organisation and keeping them comfortable however, motivation strategies lift the employees on daily basis. Differing to contemporary trust, financial reward is not the uppermost employee motivator.

Di Fabio and Kenny (2015: 54) asserts that money and material incentives matter, nevertheless, employees are concerned in thought-provoking and transparent jobs, good leaders, and opportunity for learning and growth.

Tanwar and Prasad (2016: 187) note that the goodwill of a business also plays a significant role in retaining talent. Preservation of goodwill in a company or organization is likely if the attrition rates are low. Through sustaining employee retention levels, the employer can motivate actively talented employees to join the organization by fashioning a secured environment.

Grenčíková, Guščinskienė and Španková (2017: 249) add that employees do not leave an establishment without any good reason. The prominent causes include the mismatch of employees and the job, lack of growth prospects, lack of gratitude, lack of confidence, trust and harmonisation among working colleagues, pressure from overtasking and work life disparity, reward strategies not properly applied etc. Motivating employees is one of the key features that can assist the employer to retain talent, improve operatives as well as the performance of the organization. By boosting the morale of the employees, an employer can inspire the staff to enhance their skills and go for further knowledge.

Talent retention as noted by Kim, Wang and Chen (2018: 945) comprises of the key features of motivation such as compensation, growth, support, relationship and environment. The employee in a workplace awaits reimbursement as the motivation strategy for their personal gain. Compensation is a key motivator when the business owner recompenses the employee for his or her success of the anticipated results. It is believed that money is the utmost influential basis of motivation. Nonetheless it is assumed that the strategy of wage increases can only inspire the operative till when the next wage is due. Reimbursement strategies can strengthen the organizational culture desired. The performance of the operative is correlated to the wage. This is an empowering organizational tradition whereby pay is allied to performance. Compensation turns be a good motivator to entice and retain talented people. A considerable number of people relate job satisfaction with the salary they earn. This idea of reimbursement necessitates the employer to give a salary that is not lesser than the market rates.

When organizations require an improvement on customer service, the performance and conduct of their employees who yield excellent results must be rewarded. The employer cannot expect reasonable employee performance if they insist on focusing the cost of salaries and remuneration.

Chiat and Panatik (2019: 10) agree that the employees in an establishment feel motivated if they are offered a hike in the position for which they are appointed. The prevailing personnel should be offered primacies for their permanence. Organizations capitalize a lot of time and money in teaching and enlightening personnel, they are extremely affected when the skilled employees check out, particularly in the midst of a mission or undertaking.

If they are offered a chance employees will prefer to work with the same corporation and use their time and experience for own growth and progress while, trying to search for growth in their career. Care from the employer during crisis, assist to preserve healthy relationship with the manager or business owner as well as other employees in workplace and thus gives work a cosy environment (Chiat and Panatik, 2019: 14) .

Bushe (2019: 7) conclude that as employees devote their maximum time to the organization they work for, they anticipate the operational environment of hygiene.

These are some strategies which inspire the employees and upsurge the sequence rates. There exist some of the talent retention strategies which are disclosed magnificently. Examples include transparent work values which in this demanding environment make employees want to constantly realize structural objectives according to the given time frame. Open mindedness and transparent work values play a vital role in employee retention. A transparent work environment serves as one of the primary triggers which facilitate accountability, trust, communication, and responsibility.

The manner of displaying transparency must be clear enough for others to understand the essence for which examination is conducted at any point in time. To ensure thriving work environment, the organization must recruit people who give credence to honesty and assent that transparency is obligatory for a blooming work environment.

2.14 PROPOSED TALENT RETENTION FRAMEWORK

The following conceptual framework illustrated below in figure 2.8, has been developed by the author after studying various literature compiled by learned authors who have contributed largely to the talent retention and employee motivation concepts. Previously developed models and theories were also consulted to develop knowledge and understanding on these concepts. The conceptual framework explains how talent retention influences employee motivation.

- 1. Compensation and Benefits:** Bana (2019:242) Compensation is one of the basic needs associated with any employee, and therefore emphasis is placed on meeting this need before others. A fair compensation and benefits package has been proven to increase employee motivation. Many scholars have found that an equitable compensation and benefits scheme at firms increases job satisfaction which in turn increases employee motivation (Baluyos, Rivera and Baluyos, 2019: 206). Comprehensive compensation is an admirable means to retain talent in an organization (Shah and Latorre, 2020: 303). The more extensive the increase, the more pleasant and motivated the operative feels.

- 2. Rewards and Recognition:** By appreciating the employees often, an organization can improve a sense of engagement with employees which will improve their motivation. Employees feel driven to work hard and remain with the company (Akunda *et al.*, 2018: 9). The effect of this can go a long way in enhancing employee motivation which in turn promotes the rate of talent retention in an establishment. Employees can feel demotivated if they are not getting adequate recognition for their efforts, however, a better reward would encourage the employee to improve efforts and be content with their jobs.
- 3. Training and development:** Providing training to the employees not only makes them to be professionals at their work, but also ensure that employees feel valued and thereby motivated (Maity, 2019: 651). Offering training programmes that enhances skills assists the employees to meet their personal goals and increase confidence and self-esteem.
Once developmental opportunities are presented to employees, they will endeavor to work towards the organization's success and feel a sense of pride once having achieved their goals. Training and development opportunities have proved to increase employee motivation which in turn resulted in a highly skilled, sort after workforce.
- 4. Work-Life Balance:** Healthy work-life system allows employees to take pleasure in their jobs, and their private lives (Anku, Amewugah and Glover, 2018: 621). According to Bataineh (2019:103) providing employees with the freedom to practice a healthy balance between their work and personal life has many benefits, both for the organization and employees. Such benefits include having a workforce that is rested and can perform to expectations (Kaddourah *et al.*, 2018: 4). Employees are healthier meaning a decrease in absenteeism and employees are happier in overall. Happy employees are motivated towards their jobs and perform at their best.
- 5. Career advancement Opportunities:** Skilled employees seek organizations that have promotional development policies in place. Thus, this assists with employee motivation as it provides long term employment, job security, and can build some sense of commitment to employers who can invest in them.

Employees are motivated when their talents are best used (Chetana and Mohapatra, 2017: 615). When employees observe that their company promotes career advancement, and is serious about their professional growth, they feel safer about their professional career (Melesse and Gulie, 2019: 83).

6. Performance Management: This system provides the opportunities for both management and employees to have open conversations about work performance (Lee, 2019:28). These discussions allow the manager to give constructive feedback so that the employee can improve job performance and increase productivity and job knowledge. The employee is also free to express concerns and highlight assistance needed. Employees feel motivated when they are praised during this process and appreciate feedback for improvement. This implies that the organization values the employee therefore time and effort is spent on improvement (Schleicher *et al.*, 2019: 851).

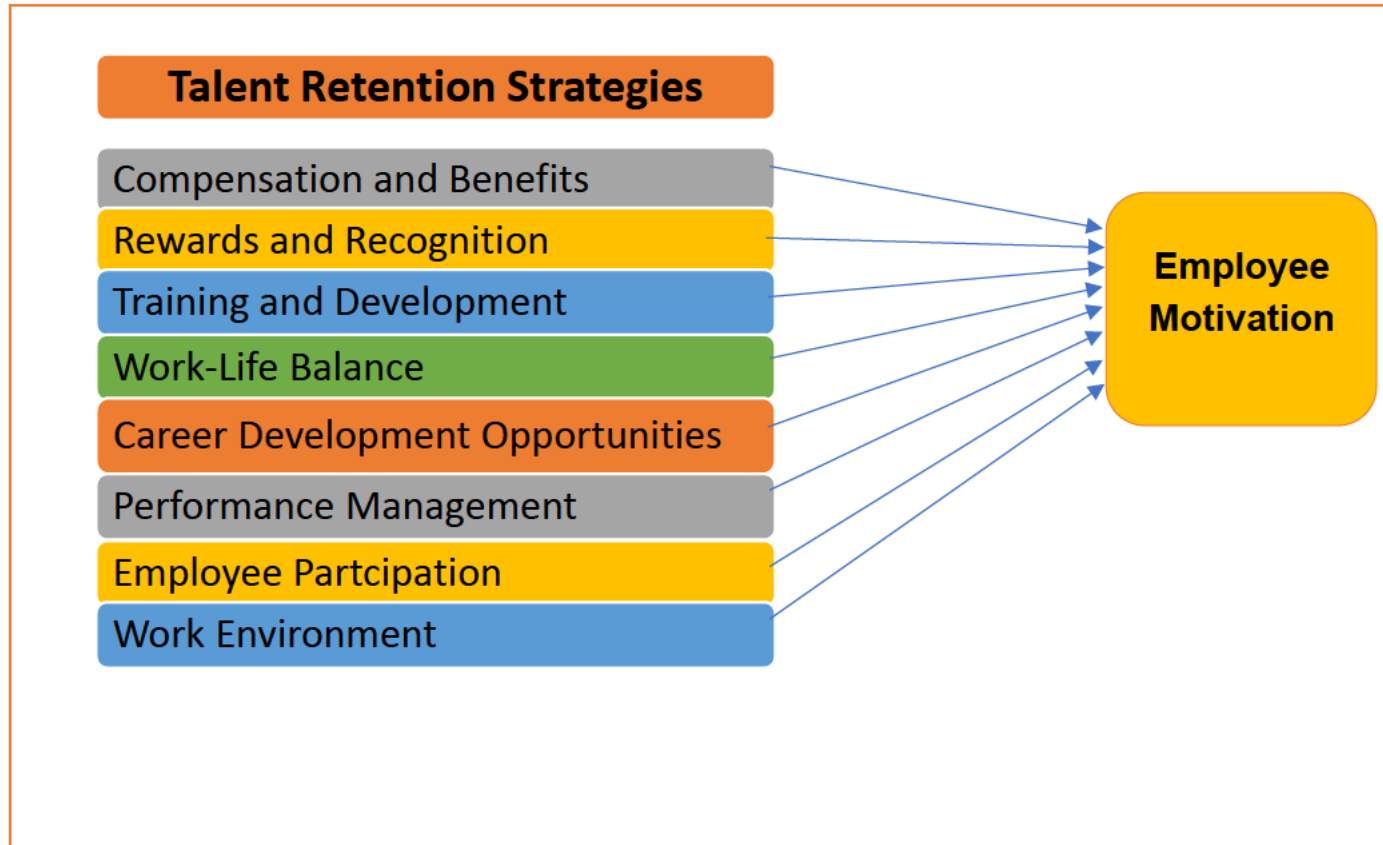
7. Employee Participation: This involves engaging with employees on various aspects of the business (Beltrán-Martín and Bou-Llugar, 2018: 99). It has been found that when employees are included in decision making that influences their jobs, they feel included and heard. Employees freely share their knowledge with others and ideas for improvement with management. This motivates them to work harder to achieve work goals, and they are less likely to leave the organization.

Employee participation in a team is important as this creates an environment that is inclusive and safe for employees to air their views. This provides a sense of security to employees and thereby increases employee motivation (Zhou, Fan, and Son, 2019: 255).

8. Work environment: According to Tirta and Enrika (2020: 88), an organization that offers a highly favorable working environment that encourages employees to perform at their best, collaborates with employees, provides constructive feedback, provides the necessary tools, supports employees and encourages employees is where the employees feel more ambitious and motivated.

Such an environment has proved to render happier employees who are willing to work towards achieving goals and who are willing to grow with the organization (Bibi, Ahmad and Majid, 2018: 113)

Figure 2. 8: Proposed Talent Retention Framework



Source: Self-Adapted Model

2.15 CONCLUDING SUMMARY

The literature reviewed in this chapter shows that it will be hard to conclude that employee motivation in the organization has obvious constructive and undesirable impacts on talent retention in an organization. A substantial part of the drawback is that it can be very complicated to distinguish the effects of employee motivation in decision-making, because of the extensive collection of intervening factors. However, the pattern of work-related motivation plans, as well as collective and personalized input systems, can generate collaborative outcomes.

The review in this chapter also indicates that talent retention is important for a business to build up relationships, retain knowledge and maintain a high-achieving workforce in the business.

Talent retention is needed to continue servicing customers and to maintain a good company culture. A set of elements of knowledge, skills, experience, abilities, creativity, innovation, and accountability is required to make the dream and work aspirations workable. This can be a herculean task that work executives cannot do alone.

Efforts from the subordinates are needed to pull activities through in the envisaged organizational visions and directions. Motivations from the employers and executives can make a refinable change to make proficient employees share their intellectual sources with the novice and make talents dominant in the organization. When employees are treated well, they will not hesitate to work with honesty, integrity, transparency, fairness, trust, and a good emotional attitude. With clear communication and expression of thought, the implementation of an employee retention programme can be an effective way of making sure strong-performing employees remain employed.

The following chapter outlines the research methods that were used in this study.

CHAPTER THREE:

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter details the research methodology followed to establish the set objectives, providing reasons for the chosen research design. It also explains the sampling method implemented in this research. It further expresses the procedure of collecting data in this study and the research instrument utilized, as well as the data valuation practices adopted in this research investigation. The aim of this research is to investigate the extent to which the talent retention strategies of the FMCG sector can be contributory factors to employee motivation, thereby promoting the sustainable development of the organization, economy and industry. Thus, this study raises the following questions:

- What is the level of motivation of employees at an FMCG company?
- How effective is the influence of talent retention strategies on employee motivation at an FMCG company?
- To what extent are employees able to perceive the talent retention strategies employed in their workplace?
- How well can talent retention strategies best encourage and motivate employees?
- What effect did the biographical data of FMCG employees have on their perception of talent retention and employee motivation.

The research methodology adopted for this study was quantitative whereby numerical data was sourced and analysed. A non-probability sampling method was chosen informed by the types of skilled respondents that the researcher required to participate in this study. A structured questionnaire was used to gather the data and analysed using the Statistical Package for the Social Sciences (SPSS) version 28. The chapter will also discuss ethical considerations. Overall, this chapter provides a comprehensive overview of the research methodology used in this study, which is crucial in ensuring the validity and reliability of the study's findings.

3.2. PURPOSE OF THE RESEARCH

The purpose of research is to develop society through new ways of looking into challenges and creative ways of solving problems. It is about creating new ways of thinking, adopting new ideas, and adapting and creating new theories, all in the name of academic contribution to the existing body of knowledge. Saunders, Lewis and Thornhill (2009: 212) indicate that there are three (3) research purposes, namely deductive reasoning, Inductive reasoning and Abductive reasoning.

Deductive Reasoning is associated with using current theories and developing hypothesis from them, then constructing a research strategy to test the hypothesis. The deductive approach is concerned with extracting conclusions from ideas or proposals. Saunders *et al*, (2009:152) states that Deductive reasoning begins with an assumed pattern that has been tested against observations. Deductive reasoning can be used to substantiate decisions, and if the decisions do not yield the desired results, the researcher can objectively justify why that decision was taken. The other advantage of deductive reasoning is that if the reasoning applied is correct and the original premises are accurate, then the conclusion of the study is almost guaranteed to be accurate. However, final argument would yield incorrect even if one premise is incorrect. Saunders, Lewis and Thornhill (2009:124) states that the opposite is true to inductive reasoning where is characterised as a bottom-up approach. This approach sees that the researcher uses observations to search for a pattern, and then develops explanations and theories for these patterns through a sequence of hypotheses.

Theories will therefore not be applied at the beginning of the research and the researcher is able to steer the study in any chosen direction. This approach is adopted when there is little to no literature on a specific topic. (Saunders *et al*., 2009:126). This does not imply that the researcher can disregard theories when formulating questions and objectives to be explored. The researcher can use existing theories to develop these. This approach just allows the researcher to understand and find significance of the data collected to identify patterns and relationships to build a theory. A conclusion drawn based on this method can never be proven, but it can be annulled. (Saunders *et al*., 2009:155).

The Abductive Reasoning approach seeks to identify the weaknesses between deductive and inductive reasoning.

This approach usually begins with an incomplete set of observations and moves forward to the most probable explanation for the set. Abductive reasoning is best for the daily decision-making with the facts on hand at the time, which is usually incomplete.

For the purposes of this research, the deductive approach is being used. Theory has been used to articulate questions, objectives, create a structure and produce the data analysis. This study is in view of current theories, and the researcher must analyse the hypothesis, change the hypothesis to operational terms, and acquired data must be analysed, therefore the positivism is most relevant in the deductive approach. (Bryman and Bell, 2016:13). This approach links theory to data by beginning with an idea about the topic to the collection and analysis of the subjective data, therefore a quantitative research design is used in this study. This deductive approach links the findings of the study to the existing body of knowledge.

3.3. RESEARCH PHILOSOPHY

The research philosophy refers to the perception through which the researcher understands the world (Padilla-Díaz, 2015: 103). It involves the building up of understanding as well as the nature of knowledge about the research. Thus, a research philosophy oversees the investigator by describing research dimensions (O’Gorman and MacIntosh, 2016: 61). A research philosophy sometimes denotes a research paradigm. According to Melnikovas (2018: 33), a research paradigm makes up the philosophical beliefs and principles that navigate the research performance. It characterizes the world, underlining a person's place within it and the connections to that world. The basic notion that illuminates the comparison of the existence and quest for knowledge for this research can be reviewed according to different viewpoints of positivism, constructivism, transformative and pragmatism. These notions are explicated below.

3.3.1 Constructivism

Constructivism, according to Patton and McMahon (2016: 21), is the theory that reveals people's understanding and interactions with the world examples of which are intelligence and their experiences. This approach is based on the idea that the researcher adopts their own empirical knowledge and that their experience determines the reality. Constructivism rebuffs that scientific practices can produce or validate knowledge. Although this method can be time-consuming, it encourages common and interactive skills by setting up an environment that underlines cooperation and knowledge sharing.

3.3.2 Transformative

Mertens (2017: 19) describes transformative research as the research type which includes concepts, innovations, or implements that fundamentally transform people's insight about present science conception. The specific quality of the transformative approach is that it defies traditional knowledge. This approach additionally results in unexpected insights that allow new practices or procedures. It re-organizes the fringes of knowledge, work, or learning.

3.3.3 Pragmatism

Timonen, Foley and Conlon (2018: 5) describe pragmatism as a research model that includes functioning decisions that are built on what will be a suitable approach to finding solutions to the problems being investigated by the researcher. This approach aids the investigators to undertake research in a novel and vibrant way expressly to find solutions to research questions. Pragmatism presents a knowledge-based framework with which the investigation aims to assist the researcher to unravel problems of coping with how to understand the world in a practical sense.

3.3.4 Positivism

Clarke (2016: 192) views positivism as a logical approach that allows an investigator to initiate a rational approach to make rationalization to any theory, hypothesis or construct under examination.

It is an assembly where the researcher aims to extract information from the respondent via a survey or questionnaire during which exploration is set to obtain the needed knowledge, information, data or materials upon which the test is launched to draw assumptions (Tuori, 2017: 35).

This procedure expressly enables a researcher to centre appraisal on many items under study through an unbiased method because knowledge is derived from events that can be felt with feelings or demonstrated by reasoning. Moreover, the investigator can draw inferences from the evidence realized by exposing the part of the population to be tested via statistical evaluation, such as SPSS and R-programming (Zebrowski, Pulliam, Denninger, and Berkowitz, 2018: 828) Most significantly, the researcher must be an excellent communicator both in written and oral types to prevent the obstruction of ideas (Rao, 2019: 9). This is to ensure the precision of the point for which the contributor can make the vital supply of data without any preference.

The positivist philosophy has been adopted for this study as this philosophy highlights the use of empirical evidence and extends a systematic approach to data collection and analysis. The researcher can provide a study that is objective, transparent and replicable, which enhances the credibility of the findings (Creswell, 2014).

3.4 RESEARCH APPROACH

Creswell (2015: 14) views research approaches as schedules and practices for investigation which extend over general conjectures to describe the processes of data collection, analysis, and interpretation. The conventional approaches to carry out research are quantitative, qualitative, and mixed methods.

3.4.1 Descriptive Research

The descriptive research approach as opined by Apuke (2017: 3) gives an account of an event that has been discovered or sightseen. It is a form of approach that explains extensively on a matter. It responds to the inquiries of what, how and why an incident happened by setting up both descriptions and the outline of what has transpired in an exact way (Ay and Öz, 2019: 1443).

3.4.2 Explanatory Research

This is a method of survey that resolves the problem that leads to precisely how issues of occurrence took place in a study (Al-Marroof and Al-Emran, 2018: 114). It responds to the “why?” question.

3.4.3 Exploratory Research

Hofmann, Schleper and Blome (2018: 118) state that this approach provides the basis for which an event or occurrence happened. It allows the researcher to realize more knowledge and insight about the social world.

This method of research proffers a response to the question “why?” It permits the investigator to develop a deep knowledge of the reasons for which the study is organized. Moreover, this approach to the investigation enables durability of the theme that is presently observed in the near future (Swedberg, 2020: 18).

This research implements an exploratory approach. The adoption of this approach is needed to uncover unknown areas and gain understanding of the research subject. This happens when the researcher gathers basic information but also seeks answers to complex research questions based on existing knowledge on the research topic. The exploratory approach also assists the researcher to define the problem, understand its relationship with variables, and identify the prospects for future research. (Saunders *et al.*, 2009:125).

Apuke (2017: 4) states that since exploratory research allows the researcher to explore the unknown, and probe into the problem, the researcher can thoroughly investigate, gain new insights and form a better understanding of the phenomena under study. Saunders *et al.* (2009:125) agree that the goal of this approach is to assist researchers who are unclear about their study area or have limited information at their disposal. The researcher seeks an improved understanding into the subject being investigated, therefore exploration is used in this study (Al-Marroof and Al-Emran, 2018: 114).

3.5 RESEARCH DESIGN

Salmons (2019:67) describes a research design as the plan or structure of how an examination will be held. It can also be noted as the tactic applied by the researcher to tackle the research issue via the combination of many components in a coherent way. Research design details the procedures used to gather data, respond to the contentions, and deal with objectives that guide the study. The design was quantitative because the information or data was retrieved through questionnaires and was evaluated using quantitative tools.

3.5.1 Quantitative Research Design

Apuke (2017: 3) views quantitative research as a method that is devised to evaluate concepts, establish truths, explain interactions between constructs, and predict results. This method uses procedures from the natural sciences that are meant to ensure impartiality, appositeness, and reliability. This approach is crucial for this study as it is led by a firm theoretical framework. The procedures used in quantitative methods comprise the randomness of study's respondents from the research population impartially, the comprehensible questionnaire and statistical methods employed to evaluate the present hypotheses about the association between individual constructs. In this design there are fewer variables involved meaning that objectivity and accuracy is warranted. The data collected is simple and clean as respondents were asked closed-ended questions which did not require lengthy explanations, making the data easy to understand. Considering this research, quantitative research was the best suited design, and performed with randomly chosen operatives at the FMCG company.

3.5.2 Qualitative Research Design

Qualitative research, according to Nelson (2017: 554), is a method that focuses precisely on the respondents to discover the needed information on the event being discovered by the investigator according to their opinions and knowledge, especially on notable subjects by using a descriptive method to have a deep idea of the cause for which event of incidence ensued.

This is a form of analysis that requires the joint contribution of the investigator and respondents. Indeed, qualitative research takes a long time, which may be an hour or two. At this stage, due to the narrative type of this approach study, it is apposite that the investigator makes use of tools such as notepads, sketches and filmic items to enlighten and document the observations of the participants to realize the authentic data required for the research to circumvent the loss of dynamic evidence or material. This kind of research focuses on the general thoughts of the contributors or respondents to construe the desirable facts (Aspers and Corte, 2019: 140). This design is perspective based and lacks statistical motive which meant that responses could not be measured. Therefore, this design was not chosen for this study.

3.5.3 Mixed Methods Research Design

Schoonenboom and Johnson (2017: 108) outline the mixed methods of research as a method that incorporates both qualitative and quantitative data set and assessment in a concurrent form. This procedure can further be noted as the application of mixed statistics (arithmetical and typoscript) and alternative tools (figures and analysis) but using the same method. In a mixed method of research, the researcher practices the qualitative study model in one stage of the survey and a quantitative research model in another stage of the study (Weeks and Schaffert, 2019: 1046). Nevertheless, the combination of both qualitative and quantitative used in data analysis can produce more detailed analysis and complement each other. The mixed method is advantageous in that it ensures the precision of objective, source and significant focus. It gives guidance to the research and the analytical basis for clarification (Califf, Sarker and Sarker, 2020: 810).

In this research, the goal of this study is to determine the extent to which the talent retention strategies of the FMCG sector can be contributory factors to employee motivation thereby promoting sustainable development of the organization, economy, and Premier FMCG.

In describing such a plan, a quantitative design was selected for this study because it expressed the features of present facts with the aim of finding solutions to the problems concerning the research question (Tulu, Djamasbi and Leroy, 2019:156). The design was quantitative because the information or data retrieved was not subjective. The data was numerical where figures through questionnaires were obtained and evaluated using quantitative tools. The individual opinions were gathered via a questionnaire which was the collective material.

3.6 RESEARCH STRATEGY

As stipulated previously, this research has implemented a positivist philosophy and therefore, applied the quantitative research strategy. To validate the application of the quantitative methodology for this study, Hellzen, Haugenes and Østby (2018: 4) advocate that a quantitative method is recommended when the research seeks to explain or demonstrates the effect of a condition or procedure, when the participants are not readily accessible for broad examination or when time and finances are exceptionally constrained.

Those explanations were all relevant to this research. According to Badke (2021: 62), there are different data compilation methods for accumulating information in the quantitative strategy. These are surveys, experiments, archival research, case studies, grounded theory, and ethnography. This study adopted two strategies, namely survey and case study, which will be explained below.

3.6.1 Survey

Survey research as defined by Gault (2018: 619) is the gathering of data from a group of people out on their answers to the questions. This strategy is usually used in business and management studies and is used for descriptive exploratory studies. It is an open method that can be utilized to examine a wide range of simple and practical exploration queries in a cost-effective manner. (Gault, 2018: 620). This kind of research permits a collection of processes to employ contributors and assemble information.

Surveys are employed to amass understanding on subjects like social study, population analysis, and consider ideas, opinions, and emotions. The limitation of this approach is that it incorporates intransigence and the absence of perspective depth, however, the survey also employs robust methodology and many samples making it simple to assemble.

The questionnaire used in this study is one of the commonly used surveys. It is important for the questionnaire to be articulated correctly so that the reliability and validity of the data is not compromised, and that the data collected will be useful. Aside from this data collection method, the secondary data was collected by conducting rigorous analysis into articles, books, and other existing literature.

3.6.2 Experiments

Woehl and Abellan (2017: 138) define the experiment method of research as the implementation of methodical approaches to a research study with the aim of controlling a dependent variable to evaluate and effect changes on the independent variable. The implementation of the experiment method is to support the possibility of the result of the analysis via the assumption to provide the underlying effect on which dependence is set and to draw a conclusion.

This form of research applies interaction to examine and obtain information that is subjected to assessments by applying the field survey or test in the laboratory. Under laboratory conditions, the experimenter retains the ability to exercise and switch elements to suit his or her taste. The application of this method is such where the element under observation has an inkling of being supervised to generate the ideas required to complete the study at hand (Woehl and Abellan, 2017: 140).

3.6.3 Archival Research

Archival research is noted by Jaeger, Shilton and Koepfler (2016: 4) to be a type of research that contains finding and extracting knowledge, materials, data and facts from original files, records, libraries or archives. Archives are past, non-present, articles, and other resources that are related to the events and statements of both the organization and people.

The data in the archive is extremely bountiful and because of this benefit, it is simpler and less expensive to use than other research methods. However, archival research according to the authors lessens response to the preconceptions of surveys because the investigator is not available at the time when the data is recorded. Hence, the archival facts may be subjective, and the effect may make users commit errors (Talke, Kemp and Woodruff, 2018: 3897).

3.6.4 Case Studies

Erbas (2019: 25) opines the case study as a study approach that affords the investigator the chance to examine data on real-life experience, particularly on intricate issues that deserve a full enquiry. The application of a case study is hinged on rational analysis that makes use of small components of the group or specific geological areas of study. Regardless of the situation in which a case study is founded, it must show the qualities that comprise data or evidence of explanatory assertions. Nonetheless, the outcome of the analysis could limit the broad view of thoughts in a state when a sizable unit of the population is concerned. Despite this, the case study offers an understanding that comprehensively illuminates the actions on the subject under investigation (Valdmann, Holbrook and Rannikmäe, 2020: 659)

3.6.5 Grounded Theory

Kenny and Fourie (2014: 2) explain grounded theory as a qualitative technique that allows the researcher to assemble and evaluate data using inductive and deductive reasoning on which an idea is drawn. According to Noble and Mitchell (2016: 1), grounded theory is a method that spans the gap between the assumption and pragmatic study. Since grounded theory is not descriptive, its application disallows statistical analysis and production of numbers (Cosgrave, Maple and Hussain, 2018: 65). To capture data in grounded theory approach, the theoretician has the broader capacity to gain access to the bulk of information by various means such as field reports, conversations, encounters, the World Wide Web, television shows, etcetera.

On this premise, an encrypting system will be initiated to promote the proposed work, which may take the shape of open coding, axial coding or selective coding (Niu, McSherry and Partridge, 2020: 2649).

The investigator must thus act dispassionately on the accumulated data to abolish all aspects of preference to generate a significant cause for the gathering, analysis or assessment of records required for the study (Ghazali, Mohamed and Mustafa, 2021: 2).

3.6.6 Ethnography

Christin (2020: 898) explicates ethnography as the investigation carried out on the communal culture or the actuality of the people, parties, corporations or establishments to understand the changes in the performance as it links to their characteristics, standards and ethical applications in a definite topographical area. This method necessitates an ethnographer to be involved in a sociable contribution, interface and interspersing with the observed to examine their common events, pursuits, and behaviour. Besides, this situation enables the researcher to meet contributors who can offer help to give specifics on the data point or record required to carry out the productive study. However, this research approach can be complicated and time-consuming. To permit the investigator to get a clear insight into all the facts disclosed by the contributors during the interviews, it is significant that an ethnographer applies automated tools like videotapes, audiotapes, writing pads and diaries.

Positivism is deemed ideal for this research because it observes the notion that only “scientific” understanding is obtained by observation, as well as measurement and is dependable.

The survey strategy was chosen as it allows for the use of single and multiple sources of data. In this study specifically, a questionnaire was used, meaning that data can be easily analysed, and the research objectives and questions can be answered reasonably. Moreover, this strategy is typically associated with the deductive approach and positivist philosophical placement which makes it an ideal strategy for this study (Saunders *et al.*, 2009:124).

3.7 TARGET POPULATION

According to Creswell and Creswell (2018: 152), the target population refers to the rudiments, specific events, issues, or groups of people that the researcher wishes to include and investigate in the study.

The target population must be easily accessible for the researcher to extract samples to make conclusions. The characteristics of the target group is described clearly for ease of reference and to ensure data quality.

McQueen and Janson (2016: 204) mentions that talented individuals are those who can make a significant contribution to the organization and improve business performance. Their capabilities are an amalgamation of specific skills, knowledge, intellectual ability, and potential. These individuals possess an inner quality that emerges automatically, while their skills develop over time through hard work. Therefore, the target population of this study consists of all supervisors, managers, senior managers, millers and artisans in the bakery, mill and home and personal care business units in the KwaZulu-Natal region.

3.8 SAMPLING

Sampling is a set or a sub-group of the representative population of interest in research (Guest, Namey and McKenna, 2017: 9). In a vast quantity of research efforts, the contribution of a whole population of interest is often very expensive, time-consuming, impractical and sometimes impossible to achieve. Therefore, a smaller group is needed on to collect data. Smith (2017) states that sampling is about drawing conclusions about large amounts of people without studying every individual separately in that population. Studying a smaller sample allows the researcher to focus and ensure that the analysis is done thoroughly, without compromising the quality of the research. It also allows the researcher to generalize the findings to the larger population.

Ahmad and Ahmad (2018: 46) further define sampling methods as a way of opting for the applicable persons as archetypal of the whole observed element known as the sample. The following practice was observed to choose the sample for this research. These are probability and non-probability sampling methods.

3.8.1. Probability Sampling

Probability sampling is a type that gives all elements in the population an equivalent opportunity of selection as the sample of the study (Tillé and Wilhelm, 2017: 177).

According to the author, probability sampling can take various forms such as simple random sampling, systematic sampling, stratified sampling and cluster sampling.

3.8.2 Simple Random Sampling

Duan, He, Lin, Zhao and Feng (2020: 171) view simple random sampling as a method of probability sampling where the investigator randomly chooses a sub-group of members from a population. Random sampling certifies that outcomes gotten from the sample must be approximately equal to what would have been captured if the whole population had been evaluated. This approach tends to deliver typical, impartial samples.

3.8.3 Systematic Sampling

Magnussen and Nord-Larsen (2021: 39) explain that systematic sampling is a form of probability sampling whereby sample units from a population are selected at a subjective early stage, but with a steady, recurring gap. This gap, referred to as the sampling gap, is analyzed by splitting the size of the population by the needed sample capacity. However, this method is prone to manipulation as it stands a bigger risk of tampering. The investigator may improve the probability of accomplishing a purposeful result rather than allowing the arbitrary data to yield a representative outcome. Any ensuing facts could not be dependable.

3.8.4 Stratified Sampling

Stratified sampling, according to Pandey and Shukla (2019: 110), is a process whereby a population can be segregated into sub-groups. In statistical studies, when sub-groups in a total population fluctuate, it could be beneficial to test each sub-group individually. Nevertheless, a big drawback of stratified sampling is that the choice of suitable strata for a sample can be tricky. Moreover, the organizing and assessment of findings are harder when compared to other means of sampling.

3.8.5 Non-Probability Sampling

Non-probability sampling method in the view of (Zheng, Luo, Jiang, Ni, and Wu, 2018: 2207) is a qualitative technique that does not provide any prospect of an equal opportunity to the observed elements that are being selected. This sampling technique inhibits the fundamental principle of randomization when accumulating the required information or evidence needed for the study.

Non-probability is a chronicle type and does not incorporate the assessment of information makes it simpler to conduct at a small or fairly no cost. Processes applied under this method are convenience sampling, quota sampling, purposive/judgment sampling, and snowballing sampling.

3.8.6 Convenience Sampling

Etikan, Musa and Alkassim (2016: 3) view a convenience sample as a type of non-probability method where the sample is selected from a pool of individuals for easy contact. This approach is often used where larger populations are involved. Investigators employ convenience sampling in conditions where extra efforts are not required for the primary investigation (Omidi, Sajedi, Rostami, and Bakhshi, 2018: 29). In most instances, researchers employ the use of these techniques because assessing the whole population can be virtually impractical as the respondents are difficult to get to. All the universal elements will be allowed and determined according to the investigator's juxtaposition to take part in the sample. By using this procedure, the investigator can examine the behaviors, beliefs, and perspectives in the simplest viable manner (LeCroy and Milligan-LeCroy, 2020: 4).

3.8.7 Quota Sampling

Ochoa and Porcar (2018:484-501) elucidates that in this sampling method, the researcher controls and determines the criteria and key variables of the respondents and recruits them according to this specification, thereby creating a quota for sampling. This is usually used when the researcher wants to study a group with similar characteristics.

The sample is selected to reflect a related and equal summary of groups such as age, gender and educational qualification. There are two types of quota sampling. The first is the controlled quota sampling which limits the researcher from selecting a sample, the second is uncontrolled where the researcher selects the respondents according to accessibility. Sharma (2017:749) further elaborates that this type of sampling is like convenience sampling, however the quality of data gathered here is elevated.

3.8.8 Purposive Sampling

Sharma (2017:751) defines the purposive sampling method where the researcher using his or her own judgement ascertains the basic elements and characteristics required of participants for the study and selects those respondents who match the requirements by virtue of knowledge and experience. The researcher is solely responsible for the selection of the respondents, meaning that this is a cost-effective and efficient method. Thus, purposive sampling is most effective when the research has a limited number of data sources that can contribute to the study.

3.8.9 Snowball Sampling

Sharma (2017:749-7522) reveals that the name of this method explains its characteristics where new respondents are recruited by other like-minded respondents who either have the same knowledge or have experienced the same events and create a sample. This type of sampling is beneficial when conducting research on candidates that have a common denominator but are difficult to locate. This method is not usually favored by researchers as they do not have control over the newly recruited respondents, unlike the quota method explained above.

3.9 SAMPLING METHOD USED FOR THE STUDY

A non-probability purposive judgmental sampling is the probability sampling method used for this study. While purposive sampling is most popular in qualitative research studies, it can also be used in quantitative research (Fah and Hoon, 2021:41). The purposive sampling method endorses that the researcher uses his or her own judgement based on the specific criteria that are relevant to the research questions.

Creswell (2014) mentions that this technique allows the researcher to identify and select individuals based on factors such as age, gender, occupation, or expertise, that possess the characteristics that are required from the respondents to effectively answer the research questions. Morse (2015) confirms that the advantage of this sampling technique is that it allows the researcher to target specific groups of people who are more likely to provide valuable insight into the research question.

Thus, this method is ideally suited for this research as the study requires specific individuals such as senior managers, managers, artisans and millers who possess explicit qualities and skills from the FMCG Company to participate in this study.

3.9.1 Sampling Size

Bryman and Bell (2016:173) explain that a sample size is a group of individuals selected from a population who are used to gather information for the study, and which represents the populace. The purposive sampling method was used to select the sample. Due to specific characteristics required from the respondents, a total of 130 retorts were thus selected and made up the sample size of this research as reflected below in Figure 3.1. The sample size is presented in the figure below. A total number of 124 respondents chose to participate in the research. The deficit of 6 participants refused to contribute to the study, indicating a 95.38% response rate. The findings of this survey were taken from these responses.

Figure 3. 1: Calculation of sample size

n=	978
	$1 + ((978 \times 0.07) \times 1.32)$
n=	978
	$1 + (978 \times 0.0049) \times 1.32$
n=	978
	1+6.46947
n=	978
	7.46947
n=	130

Figure 3. 2: Representation of sample size

Designation	Number of operatives
Senior Manager	5
Manager	30
Supervisor	54
Artisan	36
Miller	5

3.9.2 Sampling Procedure

According to Onyeka, Nlebedim and Izunobi (2013: 57), a sampling procedure is the method of sampling that gives every member of the population an equal chance of being tested. As the researcher has chosen the purposive judgmental sampling method for this research, specific steps were taken when selecting a sample. The researcher first needed to define the population in respect of a specific group from a specific industry. Then the researcher identified the characteristics the respondents should have, namely that they should be a skilled individual and an expert in their field. Once this was established, the researcher selected individuals that they believed best represented the population.

This usually involves making use of a database or simply using their own knowledge and expertise in making the selection. Respondents for this research were gathered via the company's payroll report. Those with the chosen job titles were filtered on the Excel spreadsheet. This proved to be a simple way to gather the details of the participants as the data provided was from the payroll system which was accurate. Participants were then informed via an information letter and on email to expect the questionnaire soon after. A detailed breakdown of instructions accompanied this letter to ensure that participants were conditioned to the expectations before receiving the questionnaire.

3.10 DATA COLLECTION

Watson (2016: 34) describes data collection as the means of assembling and evaluating data on the constructs of interest, in a methodical way that allows a person to reply to the specified research questions, assess assumptions, and evaluate outcomes. The author further explains that there are two sources of data collection, namely primary, and secondary data collection, which will be discussed in detail below.

3.10.1 Primary Data Collection

Primary data, according to Lovarelli and Bacenetti (2017: 112), is a first-hand fact assembled by the investigator. The mode of data gathering in this approach is through sources like observations, experiments, questionnaires, focus groups and interviews. This means of data collection is consistent as it is typically fair and the information is compiled straight from the earliest source.

The advantages of primary data collection is that it allows the researcher to have control over the quality of data collected. The researcher can design the collection method and instrument to suit the research question to ensure data accuracy and relevance of the data. When collecting data, the researcher can ensure that it is kept confidential and secure, which reduces the risk of unauthorized access to the data. The disadvantages of primary data collection is that it can be expensive as it often requires resources such as money and personnel to collect data (Austin and Sutton, 2015). It can also be time-consuming and there is a risk of bias if the researcher is not careful when selecting the sample, designing the data collection method or analyzing the data (Lovarelli and Bacenetti, 2017: 112). For this study the researcher adopted questionnaires to attain the data from respondents.

3.10.2 Secondary Data Collection

Squitieri and Chung (2020: 233) refer to secondary data as facts gathered by somebody else other than the investigator. The basis through which data can be amassed includes survey records, articles, journal articles, books, and evidence from governmental sectors, managerial reports and statistics that were initially compiled for further study reasons (Rajesh and Krishna, 2018).

Other examples of secondary data sources involve manuscripts, magazines, commentaries, social media, diaries, etcetera. Secondary data collection is usually more cost effective than primary data collection as the data already exist and does not require resources such as money and personnel to collect the data. Bryman, and Bell (2019) further explain that the other advantages include time efficiency in that the data is already available from a wide variety of sources and does not require time to collect the data. It can also present the researcher with a large sample size, which may be more representative of the population. The disadvantages of secondary data collection is that researchers have limited control over the quality and relevance of the data as it was collected by someone for another purpose (Kumar, 2019). The data may also lack context such a specific question or cha of the research population. It can also be outdated, especially if the data was collected some time ago (Field, 2018). For this study, the researcher first verified information sources to confirm the reliability of the information, then information was carefully and thoughtfully collected from relevant journal articles, books, and recognized websites.

3.11 DATA COLLECTION PROCEDURE

Written permission was sought from the human resources executives of the FMCG Company before the questionnaires were sent to participants of the study. The researcher personally hand delivered the questionnaires to selected participants. The questionnaire (Annexure A) was drafted in a structured manner that was simple to understand. A cover letter (Annexure B) accompanied the questionnaire, which clearly explained the objectives of the study, instructions to participants, and reassurance to the participants that confidentiality will be maintained with their personal information and responses.

The questionnaire included a series of structured questions, which were closed-ended, and measured on a 5-point Likert scale. Respondents had to choose the best option that reflected their opinion.

The questions were assembled in an easy-to-read format which reduced the risk of respondents leaving out a question.

The biographical data is also crucial in gaining first-hand information. The questionnaire allowed respondent's privacy as the questionnaire was easy to understand, in simple and unambiguous language, simple to answer and therefore they were able to complete it independently without outside influence. Respondents were afforded sufficient time of seven (7) days to complete the questionnaire during which time the researcher sent emails of support which also served as a reminder to participants.

Following the expiry of the seven (7) -day window period, data assembled from the respondents were collated, coded and captured on an excel spreadsheet which was analyzed. The quantitative data was caught and evaluated on SPSS version 28. Results are presented and discussed in the next chapter.

3.12 MEASURING INSTRUMENT

Basias and Pollalis (2018: 92-93) state that a questionnaire comprises easy-to-understand questions, with short answers which is easily converted to provide the researcher with qualifiable data that can be compared. The research instrument for this study was therefore a structured questionnaire with a 5-point Likert scale that ranged from strongly disagree to strongly agree. The reason for choosing this scale was that it was easy to understand and a most universal method of a survey which makes the response easy to quantify and subject to computations of mathematical analysis.

A questionnaire was useful in that information received from many respondents were collected in a relatively cost-effective way. Each section of the questionnaire was clearly demarcated with a heading, and preferably a short description explaining what the section is expecting. The most preferable format for closed-ended questions are vertical format as this defeats confusion and is simple to follow. The researcher has adopted the above guidelines into the questionnaire which is viewable in this research.

The questionnaire was developed whilst consulting various research materials and from the objectives of the study.

The questionnaire is divided into three (3) sections, whereby:

Section A sought to establish the respondent's biographic information which was developed by the researcher and included socio-demographical details such as gender, age, race, education level, which business unit participants belonged to, the type of contract they have, their designation and years of service with the company.

From sections B to D, respondents to the questionnaire were asked to rate the extent of their agreement to disagreement to the statements.

Section B aimed to establish if employees are motivated in their current job, which was measured using the scale developed by Gagné, Forest and Aube (2010). This scale consisted of 13 statements seeking to determine the level of motivation among employees.

Section C assessed the respondents view on the talent retention strategies in the company. This scale was designed by Jayaraman, Talib and Khan (2018). Respondents were asked their views on 13 statements which held a 5-point Likert scale, where 1 meant strongly disagree and 5 meant strongly agree.

Section D sought to establish if talent retention strategies motivate employees. Retention strategies such as compensation and benefits, rewards and recognition, training and development, work-life balance, career advancement opportunities, performance management, employee participation, and work environment were assessed. These questions were adopted from using the scale developed by Tremblay, Maxime, Blanchard, Celine and Taylor (2009). This scale consisted of 33 statements. Respondents to the questionnaire were given a 5-point Likert scale where 1 meant strongly disagree, and 5 meant strongly agree.

Content validity, as noted by Constantin and Voicu (2015: 739), reveals the magnitude to which specimens offer a good portrayal of the population that is being evaluated. The effervescence of content validity depends upon the practices applied to articulate tools essential for the research. Concurrent validity analyzes the presentation of outcomes derived from other preceding processes associated with the present findings under research to decipher the answers efficiently (Purvis, Neuman, Riley III, and Skolasky, 2018: 1513).

Mak, Kleitman and Abbott (2019: 3) describe criterion validity as the assessment of performance procedures that is in line with anticipated results. It as well reflects the true connection between the constructs of the study, offers the definite value of sampling applied and the variables have to be dependable and free from prejudice (Hibbing, Bassett and Crouter, 2020: 514).

In this research, several measures have been taken to ensure the validity of this study. Initially, the questionnaire was formulated to achieve the goals of this study. The questionnaire was pre-examined on five (5) employees of Premier FMCG who read the questionnaire to spot the ambiguity or any problems in the questionnaire.

An experimental test was completed to circumvent the opacity and unfairness of the questionnaire, and the factor analysis used to assess the validity, providing easy to understand data.

When a variable is found to have more than one significant loading (depending on the sample size), it is termed a cross-loading (Hair, Black, Babin, Anderson, and Tatham, 2015). The goal is to reduce the number of significant loadings on each row of the factor matrix (for example, make each variable associate with only one factor). In this present study, after considering items that load best in their components, items relating to “Performance Management and Working Environment” cross-loaded on more than one factor (i.e. factor loading of > 0.30 on more than one factor), with only two items falling in two different components. These items were included on the factor with their highest loading because the greater the loading, the more the item is a pure measure of that factor. Another approach was to examine each variable's communality to assess whether the variables meet acceptable levels of explanation.

All variables' communalities were above the threshold (.50) and deemed sufficient. Therefore, the researcher feels that the power was sufficient to conduct the proposed analyses and keep those items. The recommendation will be to obtain the largest possible sample size to make sure that all the items fall in their respective component.

The Kaiser-Meyer-Olkin measure was calculated to certify that the sample is satisfactory for factor analysis. As shown below, the appropriateness of the data is encouraged because the KMO value, which is 0.869, is above the threshold of 0.6 and Bartlett's Test for Sphericity is significant ($p < 0.05$).

Figure 3. 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,869
Bartlett's Test of Sphericity	Approx. Chi-Square	9 264,726
	Df	2 080,000
	Sig.	0.000

3.12.1 Reliability

Reliability refers to the extent to which an instrument or research method performs consistently over a period (Wiid and Diggines, 2013:182). Reliability is the extent to which results can be reproduced when the research is repeated in the same conditions over time, assessed across various participants and across parts of the test itself.

Reliability must be considered throughout the research process and the tool or method used to collect data must be accurate, stable, and reproducible.

The research method must be continuously applied, meaning that the same steps must be utilized in the same way to ensure that the data is reliable. The circumstances must be kept the same and participants must receive the same information, in the same manner, to ensure that external factors do not create variations in the results. There are three types of reliability. The first is test re-test reliability, which is the extent to which a theory is measured, and its results are assumed to be consistent across time. Then the scores obtained should also be consistent across time as well. The second type of reliability is internal consistency, which is the consistency of people's responses across the items on multiple-item measures. Typically, all items on such measures are supposed to reflect the same underlying theory so that people's responses should be the same on those items.

The third type of reliability is Interrater Reliability, which is the extent to which different observers are consistent in their judgement.

Bryman and Bell (2018: 24) explain that replication is an extension of reliability and has similar principles as reliability in that researchers may choose to replicate or reproduce findings of the research to determine whether the initial findings are valid in a different context and thus reliable. To assess the reliability of a measure of a concept, the procedures of the measure must be replicable by someone else. Cronbach's alpha was used to measure the consistency in this study, which was used to test reliability of the constructs. Boitnott (2016: 13) points out that this is the most popular and effective method to determine reliability and is used as an internal measure of consistency when the measurements represent questionnaire items. The results of the Cronbach's alpha are presented below, illustrating that all the constructs are internally consistent in their measurement because Cronbach's Alpha values are above 0.7.

Figure 3. 4: Cronbach's alpha reliability of constructs

Constructs	Cronbach's alpha	Number of items
Employee Motivation	0,910	13
Employee Perception	0,934	19
Compensation and Benefits	0,932	6
Rewards and Recognition	0,936	4
Training and Development	0,937	5
Work-Life Balance	0,835	3
Career advancement opportunities	0,891	3
Performance Management	0,911	4
Employee participation	0,876	4
Working Environment	0,878	4

3.13 PILOT TESTING

Ahmad and Ahmad (2018: 46) point out that the most important objective of a pilot test is to discover the potency, vulnerability, and value of questions in the questionnaire to circumvent the obscurity and unfairness of the instrument. It allows the researcher to identify the gaps or errors within the questionnaire and rectify them. It thus allows the researcher to have a sound data collection instrument that will yield quality data. The selection method used to calculate the sample size above was adopted from Bryman and Bell (2016:173). A pilot test was carried out at Premier FMCG prior to the main research following the advice of Mellati and Khademi (2018:3). Five participants having the same characteristics as the target population were selected randomly in terms of availability. Questionnaires were hand delivered to respondents where they were able to complete with no concerns being raised. These participants were excluded from the main study.

3.14 DATA ANALYSIS

The study gathered data from 124 participants and analyzed it using SPSS version 28 to obtain both descriptive and inferential statistics. Field (2018) explains that descriptive statistics are used to summarize and describe data by measuring central tendencies and dispersion. They are useful in identifying patterns, trends, and problems in data, as well as comparing different groups or variables. Biographical data, such as gender and race, are measured using descriptive statistics like frequencies and percentages. In contrast, inferential statistics are used to draw conclusions about a population from a simple data set. Examples of inferential statistical methods include t-tests, ANOVA, correlation, and confirmatory factor analysis (Trochim and Donnelly, 2018). Descriptive statistics such as frequencies were used to analyze the composition and characteristics of the census and be well organized and summarized for the data to be presented in the figures. Once the data has been arranged and summarized using the descriptive statistics, inferential statistics which are used to determine conclusions about a population drawn from a simple data set, namely t-test, ANOVA, correlation, and confirmatory factor analysis were conducted.

Chen, Chen and He (2018) describe ANOVA to be a statistical method used to compare the means of two groups and determine whether there is a significant difference between them. It is typically used when there are multiple groups to compare. In this study, ANOVA was used to compare talent retention across age, race, and educational qualifications.

Field (2018) affirms that correlation analysis is used to determine the association or relationship between two variables. It provides insight into the strength and direction of the relationship between variables. In this study, correlation analysis was used to examine the relationships between employee motivation, employee perception, compensation and benefits, rewards and recognition, training and development, work-life balance, career advancement opportunities, performance management, employee participation, and working environment.

Berntsen, Hoyle, and Rubin (2019) explain that confirmatory factor analysis is a statistical tool used to test a hypothesized factor structure of a set of variables. It is a confirmatory technique that starts with a pre-defined model and tests whether the data fits the model. (Tabachnick and Fidell, 2019). CFA is used to assess whether the detected variables are reliable and valid measures of the underlying factors they are intended to measure. In this study, CFA was used to assess the variables within the measurement model.

3.15 ETHICAL CONSIDERATIONS

Steneck (2018) explains that ethics play a critical role in research, especially when people are included. Ethical guidelines provide the framework in which the researcher must work to ensure that rights and wellbeing of the participants are protected. Ethical considerations are therefore identified as the most significant measures of research because participants should not be endangered in any way at all. Bryman (2012) agrees that the researcher must adopt ethical guidelines which shows integrity and strong social values of the researcher.

Therefore, this research followed strict rules as directed by Steneck (2018), which began with seeking permission from the organization that was being studied, once the gatekeeper's letter was obtained, which can be seen in Appendix G, the researcher undertook to explore ethical issues that may arise before and after the study.

It was also learned that a complete agreement must be obtained from the participants prior to the study (Daudt, van Mossel, and Scott, 2013: 8). Participation must be voluntary in that a contributor has to exercise a complimentary choice in determining whether to participate or not in research (Ferran-Ferrer, 2015: 829). In this context, a letter of information, which guaranteed contributors that involvement in this research was voluntary and that the information accumulated will only be used for the aim of the research study was affixed to the questionnaire, including full instructions and guidelines as to how to complete the questionnaire, accompanied with a consent letter (Appendix D).

Anonymity and confidentiality are also essential to the proper research procedure since they assure the contributors that the data provided will not be retraced to them (Boruch and Cecil, 2016: 76). Anonymity involves compiling data without procuring any single individual to acknowledge the knowledge. In this research, anonymity was guaranteed by not asking for the participant's name or any other forms of identification on the questionnaire. Confidentiality signifies the unpicking or changing of any special findings provided by the attendees that will not be presented to coworkers, superiors or leaders (Newnam and Goode, 2019: 22). To ensure confidentiality, data was protected by storing the information securely. The letter of information was added to the questionnaire to convince the contributors of privacy. There was no monetary exchange for the completion of the questionnaire. In addition, an ethical clearance letter, displayed in Annexure D was issued to the researcher by the Durban University of Technology's Institutional Research Committee (IREC), this was done after the perusal of the proposal. This accompanied the questionnaire, which was assessed by experienced reviewers and approved by the Management Faculty Research Committee Panel.

3.16 CONCLUSION

This chapter provided an insight into the research methodology and strategies that have been used during data compilation and evaluation. The research design is explained and the target population and sample size employed for the research are expressed. The research instrument used was also stated, looking at its pros and cons. It is explained that SPSS software version 28 is being used for analyzing the data for findings, and for recommendation purposes. Validity and reliability are explicated in the chapter. The chapter also underlined the trials undergone during data compilation in the field. This chapter intended to review the research methodology applied for the study. In the subsequent chapter, data analysis with outcomes from evidence assembled from the field is described.

CHAPTER FOUR:

ANALYSIS AND INTERPRETATION OF RESULTS

4.1 INTRODUCTION

This chapter reviews the study's results. Data was derived from self-administered structured questionnaires distributed to the employees at FMCG industry. The research design for the study implemented the quantitative method. The researcher directly dispensed 124 (n) questionnaires to employees and retrieved them in the same manner. Data from the responses in relation to the objectives stated in Chapter One was evaluated using Statistical Package for the Social Sciences (SPSS) version 28, and the study objectives are outlined below. To review the results and interpret the conclusions, descriptive and inferential statistics were applied.

4.2 OBJECTIVES

The aim of this study was to investigate the extent to which talent retention strategies of the FMCG sector can be contributory factors to employee motivation thereby promoting sustainable development of the organization, economy, and industry. The findings are outlined to establish the following research objectives:

- To assess the level of motivation amongst employees at a FMCG company
- To determine if a talent retention strategy is executed at a FMCG company
- To assess if talent retention strategies such as compensation and benefits, rewards and recognition, training and development, work-life balance, career advancements opportunities, performance management, employee participation, and work environment influence employee motivation
- To investigate whether FMCG employees differing in biographical profiles (age, race, gender and education qualification) differ on the perceived role of talent retention on employee motivation.

4.3 ANALYSIS OF DATA

Data analysis, according to Cant and Wiid (2013: 57), entails making use of statistical methods to coordinate and evaluate data generated to respond to the questions stated in the questionnaire, and to make inferences about the population. In evaluating the data of this research study, the statistical procedures that were applied are descriptive and inferential statistics.

According to Meilya, Akram and Herwanti (2018: 104), descriptive statistics present a perfect summary of data. In this study, a descriptive statistical approach was employed to examine the extent to which talent retention strategies of the FMCG sector can be contributory factors to employee motivation thereby promoting sustainable development of the organization, economy, and industry. In addition, tables, pie charts and figures are used to explain the descriptive information in this research.

The gender, age bracket, qualification, job category and length of service of respondents were presented in this study via frequencies. Inferential statistics, as stated by Amrhein, Trafimow and Greenland (2019: 265), use a random sample of data from a population density to portray and extrapolate evidence about the entire population, helping the investigator to establish the correlation among components of the study, class boundaries variations, and how independent elements may explicate the dependent variable. Furthermore, the ANOVA test was initiated to uncover the variation between the mean of the samples, and revealed the significant variances in the participant's gender, age group, marital status, job category and length of service and their perceived views of the participants in addressing talent retention and motivation in the employees.

4.4 DESCRIPTIVE STATISTICS (FREQUENCIES)

Descriptive statistics assist the researcher to characterize, display and outline data rationally by using statistical calculations or figures and tables. Frequencies and means are used to provide information regarding data.

4.4.1 Frequency Distribution

Techel, Müller and Schweizer (2020: 3506) describe frequency distribution as graphical presentations that arrange and show frequency scores to ensure that data are construed in a simpler way. Frequency distributions can display total frequencies or relevant frequencies, examples of which are percentages, sizes, ratios, and proportions. The biographical data is expressed in the following section.

4.4.1.1 Respondents' Gender

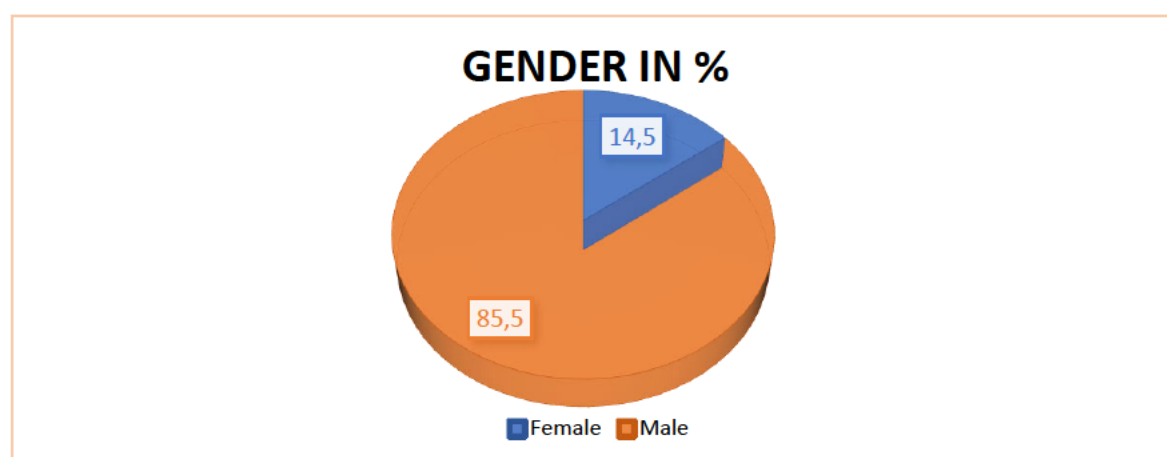
As depicted in Table 4.1 and Figure 4.1 below, of the 124 of respondents, 85.5% were males while females constituted 14.5%. This is the employee gender representation at the FMCG Company. The number of establishments and departments in the FMCG industry consist of more male workers.

According to a study conducted by Ogunsola (2017: 81), people look for work differently. As businesses and industries seek to construct gender-balanced groups and recruit and inspire women, the issue is, what is the margin between recruiting men and women? While women's approach of getting recruited starts to be similar to men's, it digresses when it comes to being relevant to the job or having been proactively employed (Debeila, 2018: 31). A crucial step to hiring more women and establishing gender-balanced personnel is realizing these variations and adjusting the hiring process to be more complete. Offering women the greater opportunity to get employed as soon as they apply, a key to laying down the gender-balanced labor force, may be getting more women into the pipeline. To ensure that, organizations and business industries must begin assessing their present gender split between departments, functions, and identifying areas for improvement. These results show that male respondents outnumbered females. Even at that, this showed that women have started to participate more actively in business ventures like their male colleagues. Women are now given impartial contribution just like their male counterparts in South Africa.

Table 4.1: Respondents' gender (N=124)

	Frequency	Percentage
Female	18	14,5
Male	106	85,5
Total	124	100

Figure 4. 1: Respondents' Gender in percentage (N=124)



4.4.1.2 Respondents' Age Groups

Table 4.2 and Figure 4.2 below indicate that 16.1% of the respondents were between 21-30 years of age, 36.3% were between 31-40 years, 25.8% were between 41-50 years of age, and 21.8% were 51 and above. Overall, the analysis of the age group suggests that the majority of 36.3% (31 to 40 years) were youth. With the high rate of unemployment in the country, indication of this has revealed that the unemployment issue is getting attention as they are now getting reduced (Lackéus, 2013: 12).

Mlambo and Adetiba (2019: 6) note that businesses at present have begun to assist the government to generate a critical working experience for youngsters across the country. This is an emergence and an opportunity to grow the unexploited strength and potential of South Africa's youth as they have so much to provide if offered the opportunity (Kyrgidou and Petridou, 2013; Lacap, 2018; Uduji, Okolo-Obasi and Asongu, 2021). Through innovation, cooperation, teamwork and technological good practices, industries will be able to create jobs at scale for unemployed people as a component of societal change that people desire and want to see.

Table 4.2: Respondents' Age groups (N=124)

	Frequency	Percentage
21-30 years	20	16,1
31-40 years	45	36,3
41-50 years	32	25,8
51 and above	27	21,8
Total	124	100

Figure 4. 2: Respondents' Age in percentage (N=124)

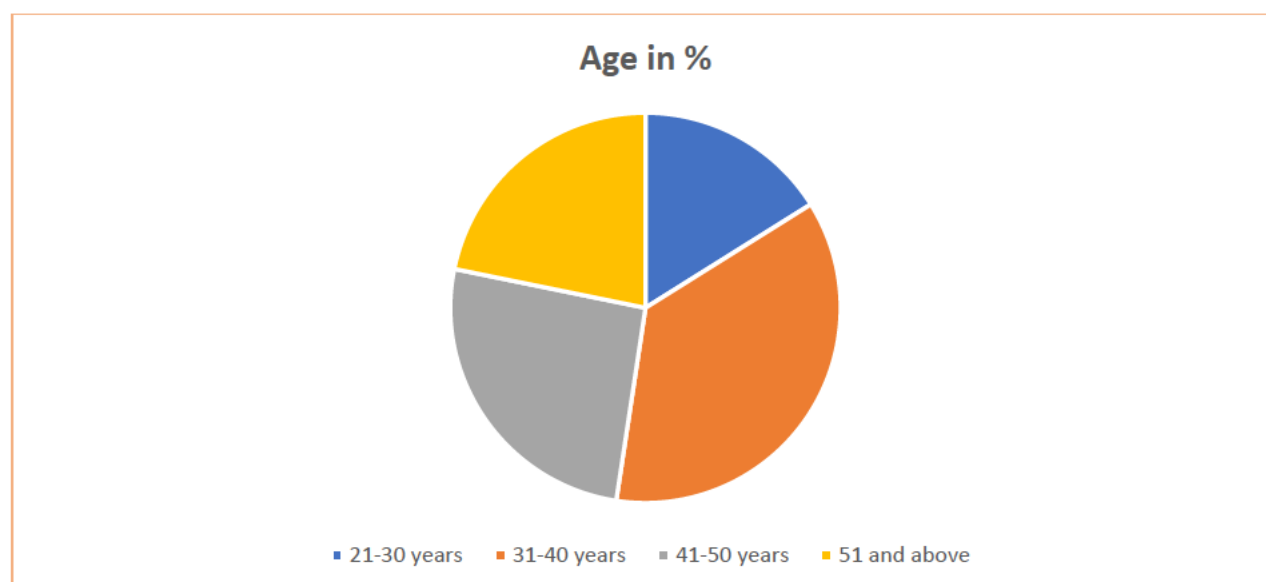
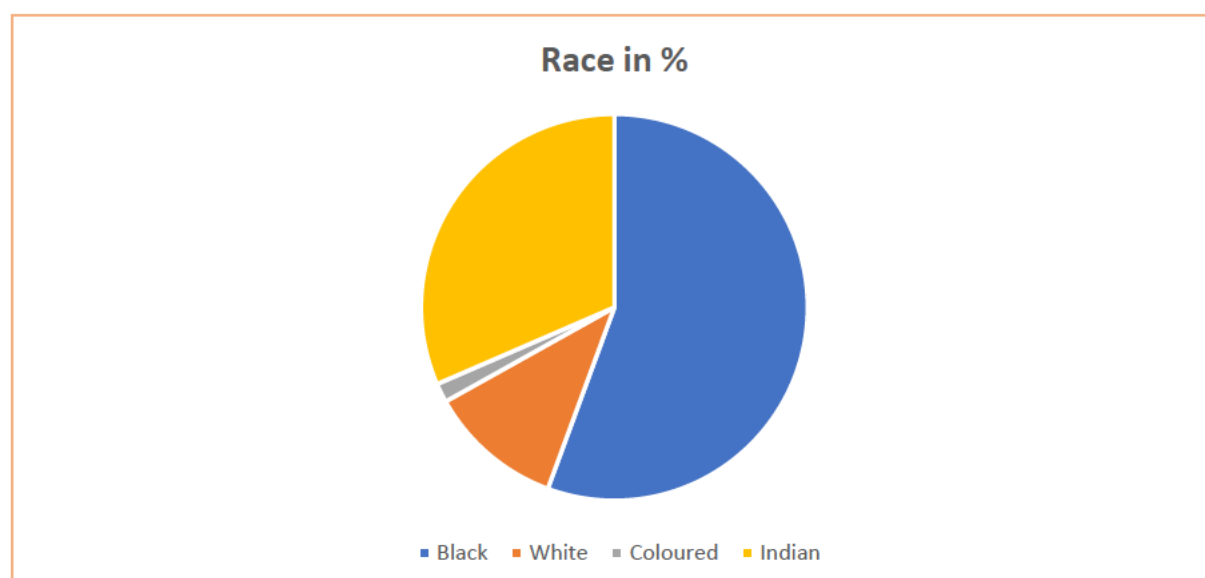


Table 4.3: Respondents' Race (N=124)

	Frequency	Percentage
Black	69	55,6
White	14	11,3
Coloured	2	1,6
Indian	39	31,5
Total	124	100

Figure 4. 3: Respondents' Race in percentage (N=124)



4.4.1.4 Respondents' Highest Qualifications

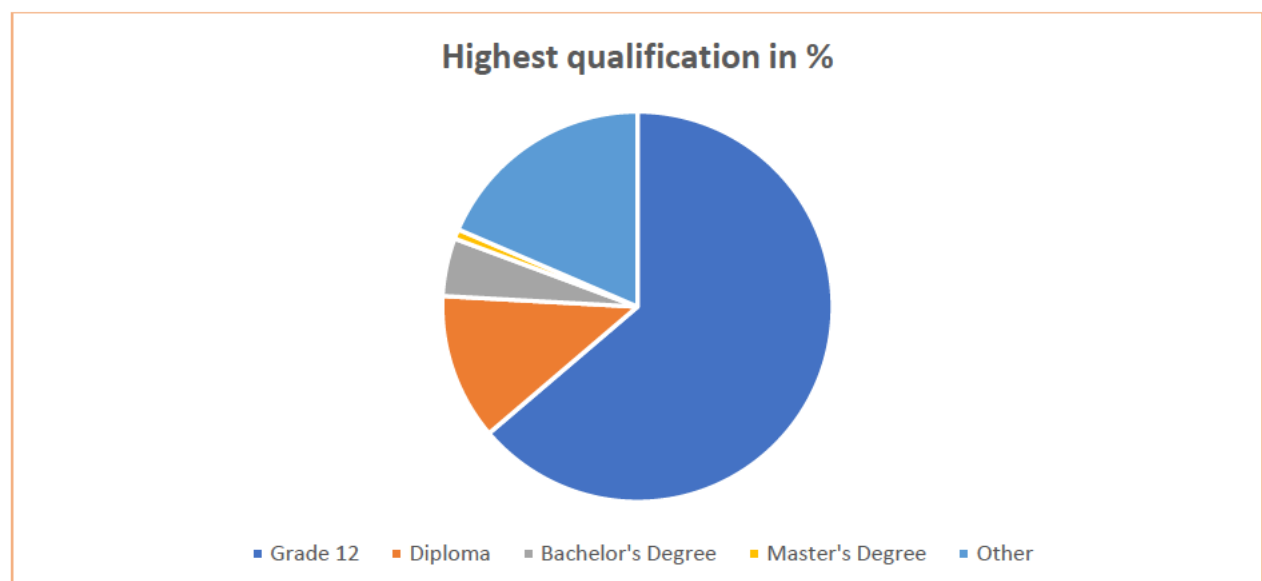
The results in Table 4.4 and Figure 4.4 below showed that 63.7% of the respondents hold a Matric (Grade 12 National Certificate); 12.1% have a Diploma level qualification; 4.8% hold a degree and other qualification had 18.5%; and 0.8% have a post-graduate degree. The study, according to Alam and Roslan (2020: 1316), revealed that workers with little educational qualifications, at a low-ranking with the low reward scales, and engaging in more labor work suffer most from a range of challenges, including substance dependence and truancy.

These results disagree with Anning-Dorson's (2021: 1310) assumption that the higher the degree of education, the more the possibility that workers are to grow to be ill as a cause of stress that comes with the obligation and responsibility of their jobs.

Table 4.4: Respondents' highest qualifications (N=124)

	Frequency	Percentage
Grade 12	79	63,7
Diploma	15	12,1
Bachelor's Degree	6	4,8
Master's Degree	1	0,8
Other	23	18,5
Total	124	100

Figure 4. 4: Respondents' highest qualification (N=124)



4.4.1.5 Respondents' Business Unit (N=124)

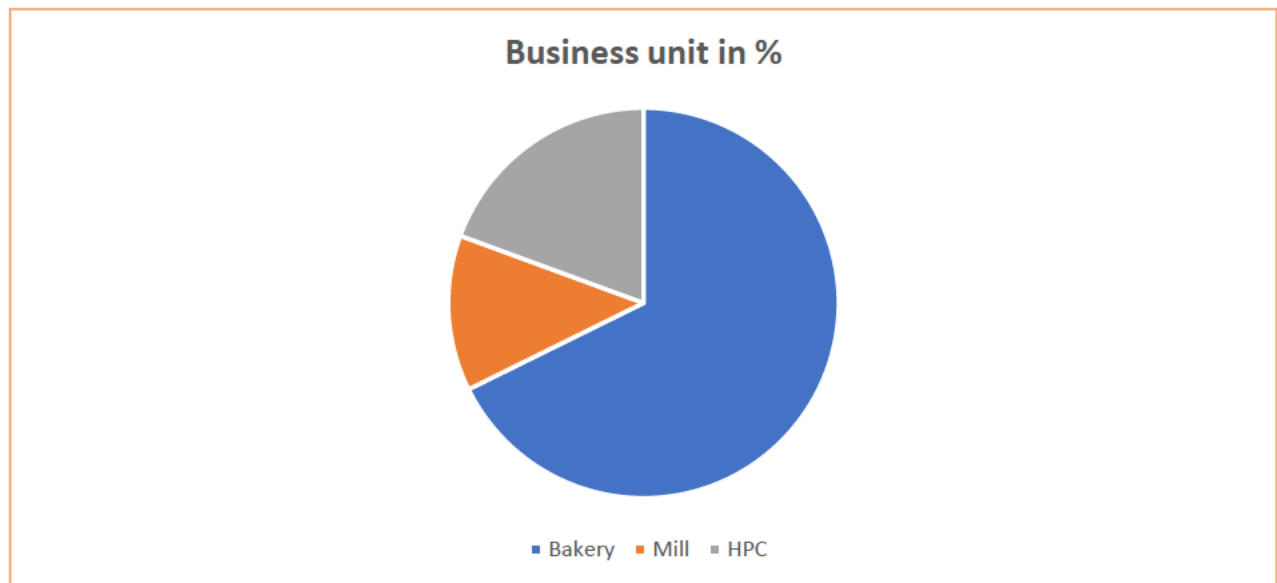
According to Table 4.5 and Figure 4.5 below, most (67.7%) respondents are in the Bakery department, 12.9% operate in the Mill department while HPC holds 19.4%. Rashid and Ghose (2015: 7) state that an organization's role in appointing employees commonly hangs on the size of operation. Organizations, according to Odor (2018: 4), may need to hire on an occasional basis. Irrespective of the size of an organization, the basic requirements like use of work assessment and job descriptions, practices and regulations will apply.

An organization should not only ensure regulatory compliance in the hiring process but also act as a partner with calculated talent acquisition approach (Farkas, Sallai and Krauzer, 2020: 79). Staffing is a crucial role for an organization because acquiring talent is vital for an organization to achieve its objectives and to thrive in the fast-changing marketplace.

Table 4.5: Business Unit (N=124)

	Frequency	Percentage
Bakery	84	67,7
Mill	16	12,9
HPC	24	19,4
Total	124	100

Figure 4. 5: Respondents' business unit (N=124)



4.4.1.6 Respondents' Employment Contract (N=124)

Table 4.6 and Figure 4.6 below indicate that all respondents are on a permanent contract. This implies that the employment of the workforce is secured.

Permanent contracts, according to Harsch and Festing (2020: 43), is a good way to secure the workforces loyalty and commitment to the organization. It is a means to make employees feel a sense of security and therefore they can concentrate on their work performance and work towards achieving set goals. De Angelis and Grinstein (2020: 2104) explain that permanent employees enjoy benefits such as medical insurance, training and development, retirement savings, paid time off and an array of leave options that temporary workers are exempted from. Permanent employment also allows the employees to be part of the organization's decision-making process and are strategically involved to take the organization to great heights. Having a stable workforce secures the future of the organization, making it more competitive and attractive to skilled job seekers.

Table 4.6: Respondents' employment contract type (N=124)

	Frequency	Percentage
Permanent	124	100

Figure 4. 6: Respondents' employment contract (N=124)



4.4.1.7 Respondents' designation (N=124)

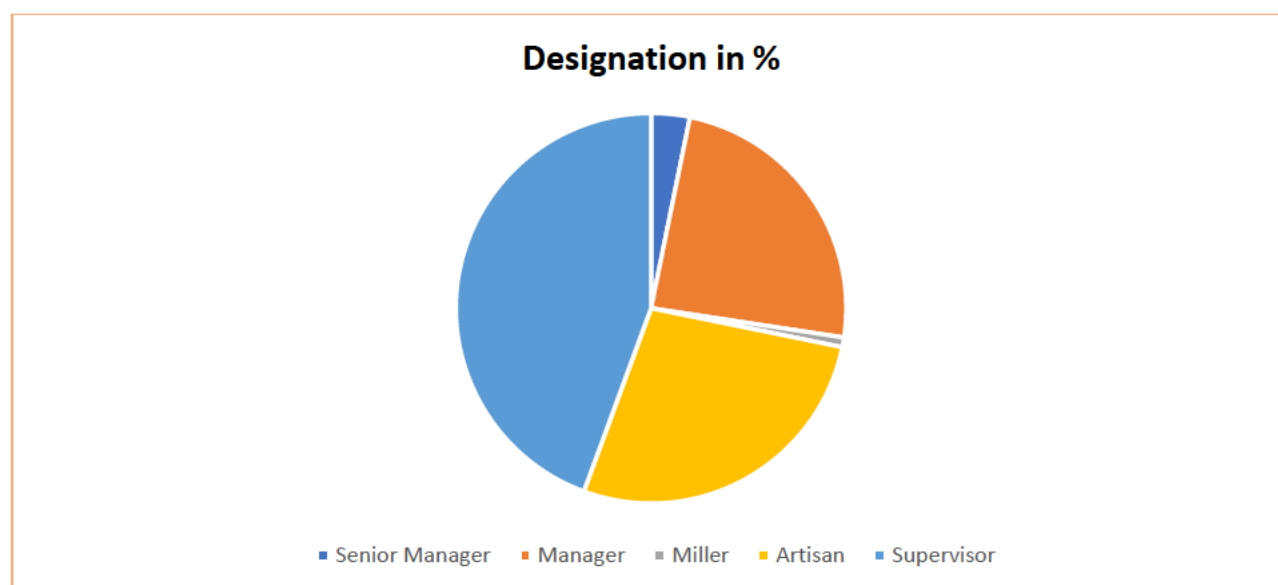
The results in Table 4.7 and Figure 4.7 below, indicate that 44.4% of the respondents are Supervisors, followed by Artisans (27.4%) and Managers (24.2%), the Miller (0.8%) and the Senior Manager (3.2%). A leader's duty in an organization regardless of their cadre is to recognize and spread the distinctive talents and skills in each employee and help in controlling these talents and skills to help businesses and individuals. A study by Walumbwa, Hartnell and Misati (2017: 15) revealed that employing, recognizing the worker's talents, and retaining this talent can enable leaders to attain the organization's objectives and fulfill customers' needs. Since supervisors form part of leaders that administer an organization, it is pertinent that they realize that the talent is the sum of a person's capabilities which form their underlying abilities, knowledge, skills, experience, attitude, judgment, character, and drive (Zhou, 2018: 27).

Leaders such as managers and supervisors must start to acknowledge the benefits of staff stability and the responsibilities, they perform in preserving that stability. This is because leaders are not proficient unless people assist them on their path to success. It is important that organizations offer training to assist supervisors improve how they operate and keep hold of their people (Siagian, Jade and Tarigan, 2020: 366).

Table 4.7: Respondents' Designation (N=124)

	Frequency	Percentage
Senior Manager	4	3,2
Manager	30	24,2
Miller	1	0,8
Artisan	34	27,4
Supervisor	55	44,4
Total	124	100

Figure 4. 7: Respondent Designation (N=124)



4.4.1.8 Respondents' Years of Service (N=124)

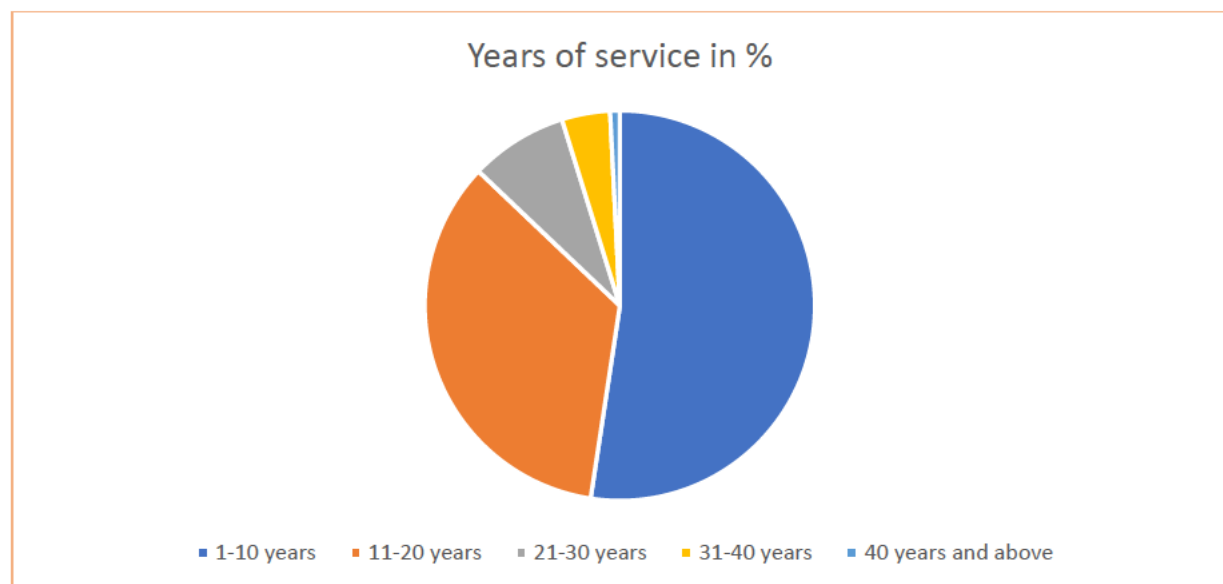
Based on the results shown in Table 4.8 and Figure 4.8 below, more than half (52.4%) have 1 to 10 years of service, followed by respondents that have 11 to 20 years of service (34.7%). Only 0.8% of the respondents have 40 or more years of service. This signifies that employees are still acquiring experience. Research conducted by Gharthey (2018: 38) indicated that workers who worked for a long while in an establishment have a better idea about the job they do.

Suggestions from a study by De Roeck and Farooq (2018: 925) pointed that an experienced employee can help the beginner or apprentice to develop their skills and knowledge through a good rapport, motivation, and boosting of confidence that can assist them build job security. In this regard, employees will feel comfortable because as they tend to disregard the likelihood of layoffs and retrenchment (Estigoy, Sulasula and Guodu, 2020: 162).

Table 4.8: Respondents' years of Service (N=124)

	Frequency	Percentage
1-10 years	65	52,4
11-20 years	43	34,7
21-30 years	10	8,1
31-40 years	5	4
40 years and above	1	0,8
Total	124	100

Figure 4. 8: Respondents' years of service (N=124)



The following section will discuss the results obtained when respondents were asked their views on the level of employee motivation at the FMCG company.

4.5 EMPLOYEE MOTIVATION

The following section aimed to assess if employees of the FMCG Company are motivated in their current jobs. The section sought to address the research objective: to assess the level of motivation amongst workers at an FMCG company.

4.5.1 Employee Perception on Enjoyment of their Work Duties that Motivates Them to Arrive at Work (N=124)

Table 4.9 below, indicates that there was significant agreement that the respondents perceived that motivation could assist the employees to enjoy their job duties and to come to work every day, with a mean value of M=4,36, standard deviation (SD=0.758). Workers who are motivated discharge their duties to the maximum standard (Buallay, Hamdan and Zureigat, 2017: 79). Having highly motivated employees has a wide range of benefits, such as reduced levels of truancy, retention of employees and low levels of employee turnover, better relations between employers and employees, greater employee performance, better quality and increased customer service (Chiat and Panatik, 2019: 12). Without motivated employees, businesses may be placed in extremely risky situations (Pertuz and Pérez, 2021: 173). Motivated workers can lead to improved performance and enable an organization to accomplish elevated levels of productivity. As depicted in Table 4.9 below, 94.4% (46.8% + 47.6%) attest that they enjoy their job duties and are motivated to come to work every day, while fewer people state contrary to opinion.

Table 4.9: Employees perception on enjoyment of their work duties that motivates them to arrive at work every day (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I enjoy my job duties and am therefore motivated to come to work every day	Strongly Disagree	2	1,6	4,36	0.758
	Disagree	2	1,6		
	Neutral	3	2,4		
	Agree	59	47,6		
	Strongly Agree	58	46,8		
	Total	124	100		

4.5.2 To What Degree do Employees Perceive that Their Motivation Level Influences their Level of Interest in their Job (N=124)

Table 4.10 below provides a mass assertion of employees that motivation made them interested in their work. This is proven with the mean value of $M = 4.48$ and standard deviation of 0.749. Job interests, according to Hanaysha (2016: 300), is significant because they specify employee's likings in their work environment. Employees aligning their profession with their personal interests brings diverse gain such as job satisfaction.

However, when conflict of interest transpires, it can undermine public opinion and internal trust, cause damage to the organization's status, ruin the company's operation monetarily, and sometimes, even break the law (Jehanzeb and Mohanty, 2018: 172). Workers who have interest and feel attached to their own organization work harder (Msengeti and Obwogi, 2015; Madhanga, 2018). They stay longer with the organization they serve, and motivate others to do the same (Villi and Koc, 2018; Regy and Malini, 2020). Approximately 97.6% (55.6% + 41.1%) of respondents stated that they are interested in their work.

Table 4.10: To what degree do employees perceive that their motivation level influences their level of interest in their job (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am interested in my work	Strongly Disagree	3	2,4	4,48	0.749
	Neutral	1	0,8		
	Agree	51	41,1		
	Strongly Agree	69	55,6		
	Total	124	100		

4.5 3 How Do Employees Perceive their Level of Anticipation of Eagerness to Fulfill their Daily Job Responsibilities (N=124)

Table 4.11 below was established to ascertain whether motivation often makes employees look forward to completing their daily responsibilities. Responses from the respondents with a mean value of 4,47 and standard deviation of 0,692 showed that motivation often makes employees in the FMCG industry look forward to completing their daily responsibilities.

Tlaiss, Martin and Hofaidhllaoui (2017: 426) observes that filling responsibilities at work are important when achieving corporate goals. Once staff members feel the sense of belongingness in their place of work, they feel like they are attaining their own ambitions through the work they do. They will appear at work and are ready to make positive change (Villi and Koc, 2018: 42).

For the experts, it may seem enticing to always spend time motivating the low performers at work to decent performance. Leaders can motivate their workers to take up their daily responsibilities by being a trustworthy mentor, have frequent coaching conversations, offer continued learning opportunities and allow the employees to grow (Paais and Pattiruhu, 2020: 578).

Ngwenya and Pelser (2020: 4) note that employees can as well put in their best for goal attainment when their leaders make the workplace pleasant and gain respect, feedback and honest support from their managers. They may feel the need to look forward to completing their daily responsibilities when they are given the room to grow and they are offered rewards (Ogbonnaya and Messersmith, 2019; Mylona and Mihail, 2020). A majority of the respondents 96.7% (53.2% + 43.5%) agreed that they often look forward to completing daily responsibilities.

Table 4.11: How do employees perceive their level of anticipation or eagerness to fulfill their daily job responsibilities (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I look forward to completing my daily responsibilities	Strongly Disagree	2	1,6	The	0.692
	Neutral	2	1,6		
	Agree	54	43,5		
	Strongly Agree	66	53,2		
	Total	124	100		

4.5.4 How do Employees Perceive the Extent to which they Derive Personal Satisfaction from their Work (N=124)

Table 4.12 below shows that there was significant agreement in that the respondents perceived that motivation could assist employees get personal satisfaction from their work, with a mean value of $M=4.33$, standard deviation ($SD=0.793$)

A study conducted by Najjar and Fares (2017: 83) revealed that adding values to the employees such as giving them training exercises, up-skilling, guidance or coaching is confirmed to improve worker's satisfaction and participation with the business. Organizations need not to only gain from cheery workers, but also from the added skills and knowledge they are later able to offer.

Employers can enable workers to develop personal satisfaction at the workplace when letting the employee understand that their job is secure, they are given better conditions with good pay and benefits, clear communication, credit for good job well-done, and an opportunity for career advancement. A considerable number of 93.6% respondents (48.4%; 45.2%) concur that they derive personal satisfaction from their work.

Table 4.12: How do employees perceive the extent to which they derive personal satisfaction from their work (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I get personal satisfaction from my work.	Strongly Disagree	3	2,4	4.33	0.793
	Disagree	1	0,8		
	Neutral	4	3,2		
	Agree	60	48,4		
	Strongly Agree	56	45,2		
	Total	124	100		

4.5.5. How do Employees Perceive their Supervisor/Manager's Level of Interest in their Well-being (N=124)

With a mean value of $M = 4,11$ standard deviation ($SD = 0.809$), the respondents state that their supervisor/manager is interested in their welfare as illustrated in Table 4.13 below. Osborne and Hammoud (2017: 51) opine that managers must express that they are concerned about the well-being of their employees. Other positive results attained from business are mere a bonus. Managers should proactively convey that they have interest in each member of staff and truly care about every individual's well-being (Palvalin, 2018: 210). They can do this by giving the workers listening ears, motivating and inspiring them, focusing on the employee development, granting them rewards for their achievement, as well as acknowledging their strengths and weaknesses (Tanwar and Prasad, 2016; Risal, 2018; Saini and Jawahar, 2019). Most of the respondents, 85.5% (agree = 54.0%, strongly agree = 31.5%), agreed that their supervisors/managers are interested in their welfare; while 10.5% were neutral and some (strongly disagree = 1.6%, disagree = 2.4%) disagreed that their supervisors/managers are interested in their welfare.

Table 4.13: How do employees perceive their supervisor/manager's level of interest in their well-being (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
My supervisor/manager is interested in my welfare.	Strongly Disagree	2	1,6	4.11	0.809
	Disagree	3	2,4		
	Neutral	13	10,5		
	Agree	67	54,0		
	Strongly Agree	39	31,5		
	Total	124	100		

4.5.6 Employees Perceive Their Level of Connection or Identification with this Company (N=124)

Table 4.14 below shows that there was significant agreement that the respondents perceived that motivation could assist employees to feel a sense of belonging to their company, with a mean value of $M = 4.27$, a standard deviation ($SD=0.827$).

This was supported by Salah (2016: 6) that belonging is a worker's sense that their distinctiveness is acknowledged as well as cherished by their organization and contemporaries. All workers want to be recognized that they belong to a certain workplace (Nikpour, 2017: 65). Fashioning a sense of belonging in the place of work outcomes in better on-the-job work and high operative's performance. To build a sense of belongingness into a work system and eradicate exclusion, the management of the business or leaders assigned with task of governance must try to bring everyone on board and show care via benefits and initiatives (Langer, Feeney and Lee, 2019: 135). Regy and Malini (2020: 5) add that employees can as well boost their sense of belonging in an establishment through their invested efforts. They can think less about themselves when with coworkers, teammates or colleagues and assist other contemporaries focus, keep, and teach them with open mindedness. Importantly they should practice an attitude of acceptance to validate their actions. Of the respondents, 89.5% (41.1% + 48.4%) acknowledge that they feel a sense of belonging in the establishment they work for.

Table 4.14: Employees perceive their level of connection or identification with this company (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I feel a sense of belonging to this company.	Strongly Disagree	2	1,6	4.27	0.758
	Neutral	11	8,9		
	Agree	60	48,4		
	Strongly Agree	51	41,1		
	Total	124	100		

4.5.7 Employees' Perceived Level of Confidence in their Employer (N=124)

Table 4.15 below illustrates that there was significant agreement that motivation assist respondents to have confidence in their employer, with a mean value of $M=4.23$, standard deviation ($SD=0.854$). Kang and Hustvedt (2014: 255) emphasize that when workers trust their employer, they will have trust and be willing to go along with their employer's leadership style.

Uncertainty, which is the opposite of confidence, raises fear, withdrawal, lack of allegiance, reduced profits on investment and lowered levels of productivity. In the opinion of Mishra, Kesharwani and Das (2016: 79), both the companies and employees gain when there is a sense of confidence and trust at work. Not only can confidence help create and sustain close working relationships, but it can also set up a good standard for many parts of a business' operations. It can develop teamwork and bring cooperation to the employee performance (Jeong and Oh, 2017: 115). Confidence, particularly between employee and the employer can be built by being transparent, honest, and supportive to others, extending empathy and recognizing that building confidence takes hard work. Above all, people should model the behavior they seek (Kim, Wang and Chen, 2018; Meng and Berger, 2019). (45.2% + 41.9%), 87.1% testified that they have confidence in their employer.

Table 4.15: Employees' perceived level of confidence in their employer (N=124)

Focus Area Question	Likert scale	Frequency	Perc enta ge	Mean	Std. Deviation
I have confidence in my employer.	Strongly Disagree	2	1,6	4.23	0.854
	Disagree	4	3,2		
	Neutral	10	8,1		
	Agree	56	45,2		
	Strongly Agree	52	41,9		
	Total	124	100		

4.5.8 To What Extent do Employees Perceive that their Employer has Met their Needs as an Employee (N=124)

Table 4.16 below reflects significant agreement that the respondents feel motivated as their employer always meet their needs with a mean value of $M=3.98$ and standard deviation ($SD=0.846$).

Cho and Song (2017: 72) affirm that meeting employee needs can increase their motivation and escalate their levels of productivity and efficiency, as well as retaining talented workers. It can encourage the generation of ideas and make workers to be responsible. In this contemporary corporate environment, as viewed by Carnevale, Loureiro and Kabadayi (2018: 3), employees are supposed to be regarded with respect, paid impartially, believe and be dependable by those they work with, feel the job safety, and have the chance to utilize their talents and capabilities in their work. According to (Curado and Vieira, 2019: 1450), when the needs of the workers are unmet, they feel uncomfortable or unsafe at work with effect that can have adverse effect on business productivity and results. Likewise, when their needs are met, they feel appreciated, honored and focus on delivering their best outcomes. They will be able to foster a positive work culture (Dahmardeh and Nastiezaie, 2019: 155). The results show that 79% (26.6%; 52.4%) of the study participants acknowledged that their needs as promised by their employer are fulfilled while 14.5% are with the neutral opinion and 56% disagree and 0.8% Strongly disagree.

Table 4.16: To what extent do employees perceive that their employer has met their needs as an employee (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
The employer has managed to satisfy my needs as an employee.	Strongly Disagree	1	0,8	3.98	0.846
	Disagree	7	5,6		
	Neutral	18	14,5		
	Agree	65	52,4		
	Strongly Agree	33	26,6		
	Total	124	100		

4.5.9 The Emotional Attachment of Employees to their Employer (N=124)

Table 4.17 below reveals that there was significant agreement in that the respondents perceived that employees that are emotionally attached to the company they work for, with a mean value of $M=4.10$ and standard deviation of $SD=0.805$.

Emotional connections, according to Di Fabio and Kenny (2015: 48), engendered when workers feel connected and are more inclined to invest their time and effort in the company. When this transpires, workers are more contented, more creative, and may not be likely to resign from their jobs (Reeve, 2014; Saah, 2018). This is good for the business regarding talent retention and innovation. Optimistic emotions increase workers' intelligence. It makes them to be exposed to new concepts and opportunities (Ma, Tamir and Miyamoto, 2018: 139). Workers can increase their engagement with other people. The motivation in them gives them courage to invest more effort into their work. Because they feel emotionally attached to the job they do, the passion for their job enables them to reduce stress, helps them to think rationally and boosts their physical health (Eissa, Lester and Gupta, 2020: 578). 83.1% (50.8% + 32.3%) state that they are emotionally attached to their company while 12.9% were neutral and a few (strongly disagree = 0.8%, disagree = 3.2%) disagreed with statement that they are emotional attached to the company they work for.

Table 4.17: The emotional attachment of employees to their employer (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I feel emotionally attached to this company.	Strongly Disagree	1	0,8	4.10	0.805
	Disagree	4	3,2		
	Neutral	16	12,9		
	Agree	63	50,8		
	Strongly Agree	40	32,3		
	Total	124	100		

4.5.10 How Much do Employees Perceive that they Owe to the Company (N=124)

Table 4.18 below reflects that there was significant agreement in that respondents perceived that because of the motivation they received at work, they owe a great deal to the company, with a mean value of $M=4.02$, standard deviation ($SD=0.841$).

According to Anitha (2016: 118), employees influence the organization and the organization influences its employees. An organization will not be able to realize its goals if it cannot influence its workforce to do what is right. Likewise, employees cannot get satisfaction in their work if the organization is unable to pay productive support. Both influence each other to realize the best possible outcomes. When both remain at their odds, the adverse results occur because this generates a disparity between the parties that causes in-gratification and decrease in performance. Thus, both affect each other in one way or another for improvement or deterioration in working. Of the respondents, 91.4% (agree = 53.2%, strongly agree = 28.2%) agreed that they owe a great deal to their company, while 12.1% were neutral and some (strongly disagree = 0.8%, disagree = 5.6%) disagreed that they owe a great deal to the company they serve.

Table 4.18: How much do employees perceive that they owe to the company (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I owe a great deal to the company.	Strongly Disagree	1	0,8	4.02	0.841
	Disagree	7	5,6		
	Neutral	15	12,1		
	Agree	66	53,2		
	Strongly Agree	35	28,2		
	Total	124	100		

4.5.11 The Extent to which Employees Feel Proud to be Associated with their Team (N=124)

Table 4.19 below stipulates important agreement that the respondents perceived that motivation could make employees to become proud and become associated with their team, with a mean value of $M=4.22$, standard deviation ($SD=0.771$).

These results are aligned to the findings of Csiszárík-Kocsír and Garia-Fodor (2018: 68) that team motivation is crucial to enhance morale and to assist employees feel delighted in their work. Employee motivation increases passion for daily practice and clearly influences efficiency. It can therefore be assumed that motivation will help workers with more innovations, higher productivity level, lower level of absenteeism and lower level of staff turnover in the FMCG company. This is also supported by the number of respondents who agreed that motivation makes them proud of their team. Most respondents, 81.4 % (agree = 53.2%, strongly agree = 28.2%), agreed that were proud of the team they belong, while 12.1% were neutral and some (strongly disagree = 0.8%, disagree = 5.6%) disagreed with motivation makes them proud of their team.

Table 4.19: The extent to which employees feel proud to be associated with their team (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am proud to be associated with my team.	Strongly Disagree	1	0,8	4.22	0.771
	Disagree	7	5,6		
	Neutral	15	12,1		
	Agree	66	53,2		
	Strongly Agree	35	28,2		
	Total	124	100		

4.5.12 The Extent to which Employees Feel That They Have a Good Work-Life Balance that Allows them to Focus (N=124)

Table 4.20 below shows that there was significant agreement that the respondents perceived that with motivation, they have good work-life balance that allows them to focus with a mean value of $M=3.99$ and a standard deviation of $SD=0.831$.

Having a good work-life balance has been established by Felstead and Henseke (2017: 196) to have a constructive effect on attitude that widens mindset. Work-life balance develops attention and strengthens workforces at all level, facilitating better work performance (Hjálmsdóttir and Bjarnadóttir, 2021: 368). According to Haralayya (2021: 244), work-balance reduces pressure and promotes healthier mental and physical well-being. When workers have a good work-life balance, they are less tense about their work and have some degree of freedom even when not at work. This is supported by the response of large number of respondents who agreed that work-life balance will assist employees to be focused. Many of the respondents, 70 % (agree = 52.4%, strongly agree = 26.6%), were in agreement that work-life balance assists employees to focus, while 15.3% were neutral and a few (strongly disagree = 0.8%, disagree = 4.8%) were in disagreement that work-life balance enables employee to be focus.

Table 4.20: The extent to which employees feel that they have a good work-life balance that allows them to focus (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I have a good work-life balance that allows me to focus.	Strongly Disagree	1	0,8	3.99	0.831
	Disagree	6	4,8		
	Neutral	19	15,3		
	Agree	65	52,4		
	Strongly Agree	33	26,6		
	Total	124	100		

Based on the above results, employee motivation is a pertinent element for employee productivity, engagement, and job satisfaction (Conradi *et al.*, 2014: 130). In this study, the results below in Table 4.21 indicate that most of the participants have a high level of motivation towards their work, and this is supported by the mean score of 4.48 and the relatively low standard deviation of 0.610. The standard deviation indicates that the responses are relatively consistent and widely dispersed, suggesting that the level of motivation is similar among the participants. Thus, these results suggest that employees are generally interested in their work and are likely to be more productive and engaged as a result. Similarly, these results were echoed by Deery *et al.* (2014), who also found that employees are less productive and engaged when they are not motivated, therefore employee motivation must not be taken lightly when considering the success of any organization.

Table 4.21: Mean of Employee Motivation

	Score
Mean	4.48
Standard deviation	0.610

4.6 EMPLOYEE PERCEPTIONS OF THE COMPANY'S TALENT RETENTION STRATEGIES

This section assesses the employees' views on the talent retention strategies of the FMCG Company. It sought to address the research objective, which is to determine if a talent retention strategy is executed at a FMCG company, the results of which are presented and discussed below.

4.6.1 The Employees' Perceptions of the Company Giving Top Priority to the Retention Strategy and Adopting Various Techniques to Retain Competent Employees (N=124)

Table 4.22 below illustrates that the company gives top priority to the retention strategy and adopts various techniques to retain competent employees, with a mean value of $M=3.79$, standard deviation ($SD=0.848$).

The finding was supported by Baharin and Hanafi (2018: 698) who disclosed that one of the most excellent means to ensure the growth of an industry is to retain core talent. Mouton and Bussin (2019: 3) note that companies highly appreciate talent retention because it costs time and money to substitute employees, particularly the creative and skilled ones. Allowing talented employees to leave their organization might cause pressure on existing workers who must take on additional work till the roles are filled. Considering this, retaining top employees must be a priority. Industries and organizations can apply retention strategies in their system by allowing employees to speak their minds, show appreciation and respect, encourage input and feedback, and offer employees the ability to grow (Chandrasekaran, 2020: 55). Many respondents, 68.5% (agree = 50%, strongly agree = 18.5%), agreed that their company gives top priority to the retention strategy and adopts various techniques to retain competent employees, while 24.2% were neutral and a few (strongly disagree = 0.8%, disagree = 6.5%) were in disagreement that their company gives top priority to the retention strategy and adopts various techniques to retain competent employees. Based on the data above, respondents believe that their company gives top priority to the retention strategy and adopts various techniques to retain competent employees.

Table 4.22: The employees' perception of the company giving top priority to the retention strategy and adopting various techniques to retain competent employees (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
This company gives top priority to the retention strategy and adopts various techniques to retain competent employees.	Strongly Disagree	1	0,8	3.79	0.848
	Disagree	8	6,5		
	Neutral	30	24,2		
	Agree	62	50,0		
	Strongly Agree	23	18,5		
	Total	124	100		

4.6.2 Talent Management Strategies are Executed Effectively to Attract and Retain the Best Talent (N=124)

Table 4.23 below reflects significant agreement as respondents admitted Talent management strategies are executed effectively to attract and retain the best talent, with a mean value of M=3.80, standard deviation (SD=0.796).

Aguinis (2019: 69) found that by effective management of talent, an organization can meet business priorities in future situations while bridging the talent gaps that can stimulate HR issues. By implementing talent management strategies, an organization can manage people as important resources who achieve the best results (Alosaimi 2016; Amushila and Bussin, 2021). This is backed by the number of respondents who agreed that talent management strategies are executed effectively to attract and retain the best talent. Majority of the respondents, 80.9% (agree = 55.6%, strongly agree = 15.3%), agreed that the talent management strategies are executed effectively to attract and retain the best talent, while 24.2% were neutral and some (strongly disagree = 1.6%, disagree = 1.2%) were in disagreement with that talent management strategies are executed effectively to attract and retain the best talent.

Table 4.23: Talent management strategies are executed effectively to attract and retain the best talent (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Talent management strategies are executed effectively to attract and retain the best talent.	Strongly Disagree	2	1,6	3.80	0.796
	Disagree	4	3,2		
	Neutral	30	24,2		
	Agree	69	55,6		
	Strongly Agree	19	15,3		
	Total	124	100		

4.6.3 Key Talent is Identified and Sourced to Ensure Business Continuity (N=124)

Table 4.24 below shows that there was significant agreement that the respondents perceived that key talent is identified and sourced to ensure business continuity, with a mean value of $M=4.04$, standard deviation ($SD=0.667$).

These results are aligned to the findings of Anku, Amewugah and Glover (2018: 621), that each company's greatest asset is their talent, which is one of the most efficient ways to ensure business continuity and to have a firm grasp on their skills. If a mishap occurs, for example, it is pertinent that management understands how to control the hazard promptly and curtail possible threats of future disorder. A good way to curb this effect is by placing suitably skilled employees in the right place. Understanding the employees skills makes it much simpler to revive a collapsed team when facing difficulty (Armstrong 2020: 43). This is also backed from the number of participants who were in agreement that being able to identify key talent and able to source it can ensure business continuity. Most respondents, 76.6 % (agree = 59.7%, strongly agree = 16.9%), agreed that key talent is identified and sourced to ensure business continuity, while 15.3% were neutral and some (strongly disagree = 2.4%, disagree = 5.6%) disagreed with EAPs assisting employees with health problems.

Table 4.24: Key talent is identified and sourced to ensure business continuity (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Key talent is identified and sourced to ensure business continuity.	Strongly Disagree	3	2,4	4.04	0.667
	Disagree	7	5,6		
	Neutral	19	15,3		
	Agree	74	59,7		
	Strongly Agree	21	16,9		
	Total	124	100		

4.6.4 A Formal Succession Management Process is Used Consistently to Fill Skilled Positions (N=124)

Table 4.25 below presents significant agreement that the respondents perceived that a formal succession management process is used consistently to fill skilled positions, with a mean value of $M=3.79$ and standard deviation of $SD=0.886$.

Ali and Mehreen (2018: 216) found that with succession planning, a talent management process can create a team of skilled employees who are willing to fill up the responsibilities when the leaders and other key employees step down. Organizations with succession planning processes promote a talent-oriented culture by hiring experienced employees and top talent (Acree-Hamann 2016; Tucker, 2020). This is also supported by the number of respondents who agreed that a formal succession management process is used consistently to fill skilled positions. Most respondents, 73.4 % (agree = 56.5%, strongly agree = 16.9%), agreed that a formal succession management process is used consistently to fill skilled positions, while 17.7% were neutral and some (strongly disagree = 2.4%, disagree = 6.5%) disagreed that a formal succession management process is used consistently to fill skilled positions.

Table 4.25: A formal succession management process is used consistently to fill skilled positions (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
A formal succession management process is used consistently to fill skilled positions.	Strongly Disagree	3	2,4	3.79	0.886
	Disagree	8	6,5		
	Neutral	22	17,7		
	Agree	70	56,5		
	Strongly Agree	21	16,9		
	Total	124	100		

4.6.5 The Employee Perception of this Company Creating Job Opportunities to Help Develop Talented Jobseekers to Reduce the Rate of Unemployment in the Community (N=124)

Table 26 below displays that there was significant agreement that their company creates job opportunities to help develop talented jobseekers to reduce the rate of unemployment in the community, with a mean value of $M=3.87$ and standard deviation $SD=0.901$.

These findings are allied to the results of Abildgaard, Nielsen and Sverke (2018: 106) that talent development, reskilling and guidance programs can assist workers who are with the business. Beyond assisting them in their line of duty it can as well help them when they are confronted with unemployment (Aasheim, Li and Williams, 2019: 350). Investing in the future of the employees in the business can go a long way for the employee. It can therefore be assumed that the company creates job opportunities to help develop talented jobseekers which will reduce the rate of unemployment in the community.

Organizations are guided by the Employment Equity Act (no.55 of 1998) of South Africa and governed by the Department of Labour, which was developed to ensure that equal job opportunities are given to all employees without any form of unfair treatment and discrimination. This is also supported by the number of respondents who were in agreement that the company creating job opportunities to help develop talented jobseekers will reduce the rate of unemployment in the community. The majority of respondents, 74.2% (agree = 51.6%, strongly agree = 22.6%), were in agreement that the company creating job opportunities to help develop talented jobseekers will reduce the rate of unemployment in the community, while 18.5% were neutral and some (strongly disagree = 2.4%, disagree = 4.8%) were in disagreement that the company creating job opportunities to help develop talented jobseekers will reduce the rate of unemployment in the community.

Table 4.26: The employee perception of this company creating job opportunities to help develop talented jobseekers to reduce the rate of unemployment in the community (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
This company creates job opportunities to help develop talented jobseekers to reduce the rate of unemployment in the community.	Strongly Disagree	3	2,4	3.87	0.901
	Disagree	6	4,8		
	Neutral	23	18,5		
	Agree	64	51,6		
	Strongly Agree	28	22,6		
	Total	124	100		

4.6.6 The Employee Perception on this Company Valuing Skilled Employees and Provides Meaningful Pay Differentiation to High Performers (N=124)

Table 4.27 presents significant agreement that the respondents perceived that company values skilled employees and provides meaningful pay differentiation to high performers, with a mean value of $M=3.70$, standard deviation ($SD=0.919$).

Sinha and Dhall (2020: 1842) found that organizations that care about the wellbeing of the employees via constructive, strong cultural values could efficiently attract top performers. Such organizations will flourish when they invest effort in cultivating people-centered values which are strong and established in trust and gratitude. Not only will they attract and retain top talent, but they will gain the business paybacks of having affianced, creative, prolific, cooperative employees. Their employees will be more zealous to work for them. This is supported by the number of respondents that talent retention strategies will assist company values skilled employees and provides meaningful pay differentiation to high performers.

The majority of respondents, 78.4% (agree = 53.2%, strongly agree 15.3%), were in agreement that company values skilled employees and provides meaningful pay differentiation to high performers, while 20.2% were neutral and 15.3% strongly disagree = 2.4%, disagree = 8.9%) were in disagreement that the company values skilled employees and provides meaningful pay differentiation to high performers.

Table 4.27: The employee perception on this company valuing skilled employees and provides meaningful pay differentiation to high performers (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
This company values skilled employees and provides meaningful pay differentiation to high performers.	Strongly Disagree	3	2,4	3.70	0.919
	Disagree	11	8,9		
	Neutral	25	20,2		
	Agree	66	53,2		
	Strongly Agree	19	15,3		
	Total	124	100		

4.6.7 The Employee's Perception on The Performance Management System Adopted by the Company is Fair and is Used to Improve Employee Work Performance (N=124)

Table 4.28 below depicts significant agreement that the respondents perceived the performance management system adopted by the company is fair and is used to improve employee work performance, with a mean value of $M=3.83$ and standard deviation of $SD=0.899$.

Most employees are of opinion that the performance management system adopted by their company is fair and is used to improve employee work performance. Costa and Andreus (2020: 291), on the other hand, observe that when the practice or process of the performance appraisal system is found fair by the workers, they will give all their effort to the organization and perform better. The reason is that a fair procedure of evaluating employees will make them to be happy and dedicated to the organization. Most respondents, 75% (agree = 55.6%, strongly agree = 19.4%), agreed the performance management system adopted by the company is fair and is used to improve employee work performance, while 16.1% were neutral and some (strongly disagree = 2.4%, disagree = 6.5%) were in disagreement that the performance management system adopted by the company is fair and is used to improve employee work performance.

Table 4.28: The employees' perception on the performance management system adopted by the company is fair and is used to improve employee work performance (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
The performance management system adopted by the company is fair and is used to improve employee work performance.	Strongly Disagree	3	2,4	3.3	0.899
	Disagree	8	6,5		
	Neutral	20	16,1		
	Agree	69	55,6		
	Strongly Agree	24	19,4		
	Total	124	100		

4.6.8 Hard Work and Good Performance Are Recognized and Rewarded Fairly in the Workplace (N=124)

Table 4.29 below illustrates that there was significant agreement as respondents perceived hard work and good performance as recognized and rewarded fairly in the workplace, with a mean value of $M=3.84$ and standard deviation of $SD=0.940$.

According to Anitha (2016: 19), when workers are often valued and respected for their hard work, they can be driven in their jobs. This can result in overall development in morale, and better job satisfaction as well as greater sense of devotion to the organization.

In a similar vein, Farkas, Sallai and Krauzer (2020: 79) observe that acknowledgement enables employees to perceive that their establishment appreciates them as well as the effort they initiated to realize success. This mostly occurs when organizations develop or transform. Under such conditions, workers can feel a sense of security and their worth to their establishment (Frederiksen, Gottlieb and Leiringer, 2021: 225).

It can therefore be assumed that the talent retention strategy will be useful in promoting employee health and wellbeing at the FMCG industry. This is also supported by the number of respondents who agreed that hard work and good performance are recognized and rewarded fairly in the workplace. Many respondents, 71% (agree = 46.8% strongly agree = 24.2%), agreed that talent retention strategy enable hard work and good performance to be recognized and rewarded fairly in their workplace, while 19.4% were neutral and some (strongly disagree = 1.6%, disagree = 8.1%) were in disagreement that hard work and good performance are recognized and rewarded fairly in their workplace.

Table 4.29: Hard work and good performance are recognized and rewarded fairly in the workplace (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Hard work and good performance are recognized and rewarded fairly in the workplace.	Strongly Disagree	2	1,6	3.84	0.940
	Disagree	10	8,1		
	Neutral	24	19,4		
	Agree	58	46,8		
	Strongly Agree	30	24,2		
	Total	124	100		

4.6.9 Supervisors/Managers Provide Meaningful and Helpful Feedback on Job Performance in the Company (N=124)

Table 4.30 below points out that there is considerable consensus that the respondents perceived that with talent retention strategies, supervisors/managers can provide meaningful and helpful feedback on job performance in the company with a mean value of M=3.94 and standard deviation SD=0.783. The supervisors and employees, according to Newnam and Goode (2019: 220) may offer feedback. When this is done sensitively, the procedure can end in a sturdier, more unified workplace. Optimistic and adverse feedback is vital since it assists to curtail immoral conducts, strengthens helpful comportment, and empower teams to work excellently to their goals (Newnam and Goode, 2019: 220).

It can therefore be assumed that talent retention strategy encourages supervisors/managers to provide meaningful and helpful feedback on job performance in the company of FMCG. This is also supported by the number of respondents who agreed that talent retention strategy encourages supervisors/managers to provide meaningful and helpful feedback on job performance. The majority of the respondents, 81.5% (agree = 62.1%, strongly agree = 19.4%), were in agreement that talent retention strategy encourages supervisors/managers provide meaningful and helpful feedback on job performance, while 12.1% were neutral and some (strongly disagree = 0.8%, disagree = 5.6%) were in disagreement that talent retention strategy encourages supervisors/managers provide meaningful and helpful feedback on job performance.

Table 4.30: Supervisors/Managers provide meaningful and helpful feedback on job performance in the company (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Supervisor s/Managers provide meaningful and helpful feedback on job performance in the company.	Strongly Disagree	1	0,8	3.94	0.783
	Disagree	7	5,6		
	Neutral	15	12,1		
	Agree	77	62,1		
	Strongly Agree	24	19,4		
	Total	124	100		

4.6.10 Retirement Benefits Provided to Employees Provide a Sense of Job Security (N=124)

Table 4.31 below shows significant agreement that the respondents perceived that the use of retirement benefits provided to employees provides a sense of job security, with results yielding a mean value of M=3.90 and standard deviation of SD=0.825.

These results are consistent with Jalagat's (2016: 37) findings that providing job security along with retirement benefits to the employees improves the reputation of business and worker's commitment. It will enable an organization to accomplish good quality outcomes (Langer, Feeney and Lee, 2019: 136).

Retirement reimbursements offered to employees as a system of talent retention strategy give them a sense of job security (Baluyos, Rivera and Baluyos, 2019: 207). Hence, it can be assumed that respondents perceived that offering retirement benefits could increase the tendency of employees wanting to stick with the organization they work for wherein after their retirement, they know that their future is secured. This was also supported by the number of respondents who agreed that retirement benefits provided to employees provide them with a sense of job security. The majority, 74.2% of the respondents (agree = 52.4%, strongly agree = 21.8%), agreed that retirement benefits provided to employees provided a sense of job security, while 41.6% were neutral and some (strongly disagree = 0.8%, disagree = 4.8%) disagreed that retirement benefits provided to employees provide a sense of job security.

Table 4.31: Retirement benefits provided to employees provide a sense of job security (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Retirement benefits provided to employees provide a sense of job security.	Strongly Disagree	1	0,8	3.90	0.825
	Disagree	6	4,8		
	Neutral	25	20,2		
	Agree	65	52,4		
	Strongly Agree	27	21,8		
	Total	124	100		

4.6.11 Non-Financial Benefits are Provided Fairly and Consistently for All Employees (N=124)

Table 4.32 below indicates significant agreement that the respondents perceived that non-financial benefits are provided fairly and consistently for all employees, with results yielding a mean value of M=3.95 and standard deviation of SD=0.785.

According to Mustafa and Ali (2019: 4), non-financial recompenses such as oral acknowledgement and open gratitude are excellent means to improve morale in employees. Fostering appreciation, munificence and thoughtfulness in this manner will add to a successful business culture and experience of the employee.

Di Fabio and Kenny (2015: 54) agree that non-financial benefits are as important as financial benefits to ensure the organization is competitive, but this must also be provided to all employees in a fair manner. This is backed by number of respondents who agreed that non-financial benefits are provided fairly and consistently for all employees. The majority of respondents, 60.5% (agree = 49.2%, strongly agree = 11.3%), were in agreement that non-financial benefits are provided fairly and consistently for all employees, while 25.8% were neutral and some (strongly disagree= 2.4%, disagree =11.3%) were in disagreement non-financial benefits are provided fairly and consistently for all employees.

Table 4.32: Non-financial benefits are provided fairly and consistently for all employees (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Non-financial benefits are provided fairly and consistently for all employees	Strongly Disagree	3	2,4	3.95	0.785
	Disagree	14	11,3		
	Neutral	32	25,8		
	Agree	61	49,2		
	Strongly Agree	14	11,3		
	Total	124	100		

4.6.12 This Company Has a Fair and Just System For Rewarding Employees (N=124)

Table 4.33 below indicates that significant agreement in that the respondents perceived that the company has a fair and just system for rewarding employees, with results yielding a mean value of M=3.62, standard deviation (SD=0.976).

Providing rewards for job well done is one of the approaches to increase employee motivation and retention of talent (Mabaso and Dlamini, 2018: 4). When workers are compensated fairly, they believe that they can trust their employer and feel supported (Li and Wang, 2019: 547).

Organizations, as opined by Malek, Sarin and Haon (2020: 529), can motivate employees fairly by avoiding discrimination, ensuring equal opportunities, paying incentives promptly, establishing a transparent system and acknowledging top performers. Thus, it can be assumed that the company has a fair and just system. This is also supported by the number of respondents who agreed that the company has a fair and just system for rewarding employees. The majority of respondents, 66.1% (agree = 51.6%, strongly agree = 14.5%), were in agreement that the company has a fair and just system for rewarding employees, while 17.7% were neutral and some (strongly disagree = 2.4%, disagree = 13.7%) were in disagreement that the company has a fair and just system for rewarding employees.

Table 4.33: This company has a fair and just system for rewarding employees (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
This company has a fair and just system for rewarding employees.	Strongly Disagree	3	2,4	3.62	0.976
	Disagree	17	13,7		
	Neutral	22	17,7		
	Agree	64	51,6		
	Strongly Agree	18	14,5		
	Total	124	100		

4.6.13 The Training Activities for Identified Talent are Continuously Implemented in the Company (N=124)

Table 4.34 below indicates significant agreement in that the respondents perceived that the training activities for identified talent are continuously implemented in the company, with results yielding a mean value of M=3.92 and standard deviation of SD=0.832.

Training exercise provides workers the chance to build up the skills (Pandita and Ray, 2018: 185). This ensures that all the employees are competent and can do their job as expected. With right training and development, frailty can result in strengths and the workers can excel. It can therefore be posited that the training activities for identified talent are continuously implemented in the FMCG company. This is also supported by the number of respondents who agreed that the training activities for identified talent are continuously implemented in their company. The majority of respondents, 81.5% (agree = 62.1%, strongly agree = 19.4%), were in agreement that the training activities for identified talent are continuously implemented in the company, while 12.1% were neutral and some (strongly disagree = 2.4%, disagree = 4.0%) were in disagreement that training activities for identified talent are continuously implemented in the company.

Table 4.34: The training activities for identified talent are continuously implemented in the company (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
The training activities for identified talent are continuously implemented in the company.	Strongly Disagree	3	2,4	3.92	0.832
	Disagree	5	4,0		
	Neutral	15	12,1		
	Agree	77	62,1		
	Strongly Agree	24	19,4		
	Total	124	100		

4.6.14 Identified Talented/Skilled Employees Have Clear Career Paths and Development Opportunities (N=124)

Table 4.35 below reveals significant agreement in that respondents perceived that identified talented/skilled employees have clear career paths and development opportunities, with results yielding a mean value of M=3.89 and standard deviation of SD=0.876.

This finding supported the view of Ritter and Mostert (2017: 244) that talented or skilled workers have clear career paths. Furthermore, Steiss (2019), found that clear career paths are essential to ensure that employees are aware of their future in the organization and are more at ease and more efficient in their duties. This is also supported by the number of respondents who agreed that identified talented/skilled employees have clear career paths and development opportunities. Many respondents, 79.9 % (agree = 60.5%, strongly agree = 19.4%), agreed that identified talented/skilled employees have clear career paths and development opportunities, while 12.9% were neutral and some (strongly disagree = 3.2%, disagree = 4.0%) were in disagreement that identified talented/skilled employees have clear career paths and development opportunities. Hence, it can be assumed that identified talented employees have clear career paths and development opportunities at FMCG Company.

Table 4.35: Identified talented/skilled employees have clear career paths and development opportunities (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Identified talented/skilled employees have clear career paths and development opportunities.	Strongly Disagree	4	3,2	3.89	0.876
	Disagree	5	4,0		
	Neutral	16	12,9		
	Agree	75	60,5		
	Strongly Agree	24	19,4		
	Total	124	100		

4.6.15 Leadership Development Initiatives are Frequently Held (N=124)

Table 4.36 below shows significant agreement in that respondents perceived that leadership development initiatives are frequently held in their workplace, with results yielding a mean value of M=3.81 and standard deviation of SD=0.833.

Leadership development is the way businesses, organizations or industries improve the talent they previously get into the leaders they desire to groom for the future (Demirtas, 2015: 273).

Leaders, according to Engelbrecht, Heine and Mahembe (2017: 369), determine standards, value, change acceptance and worker's motivation. They design functional strategies as well as the implementation (Griffith, Baur and Buckley, 2019: 309). Leadership development heightens employee commitment, and the organization's capability to cope with disparities in the talent line, and decreases the difficulties and costs connected with staff turnover (Kim and Mallam, 2020: 164). It can likewise be assumed that leadership development initiatives are frequently held in the FMCG company, and this could increase talent retention. This is also supported by the large number of respondents who agreed that 71.7 % (agree = 54.8%, strongly agree = 16.9%) talent retention can be made possible via leadership development initiatives when it is frequently held, while 21.8% were neutral and some (strongly disagree = 1.6%, disagree = 4.8%) were in disagreement that leadership development initiatives are frequently held at the FMCG company.

Table 4.36: Leadership development initiatives are frequently held (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Leadership development initiatives are frequently held.	Strongly Disagree	2	1,6	3.81	0.833
	Disagree	6	4,8		
	Neutral	27	21,8		
	Agree	68	54,8		
	Strongly Agree	21	16,9		
	Total	124	100		

4.6.16 This Company Supports a Balance Between Work and Personal Life, which is Beneficial to Employees' Health (N=124)

Table 4.37 below points out considerable consensus that respondents perceived that their company supports a balance between work and personal life, which is beneficial to employees' health, with results yielding a mean value of $M=3.77$ and standard deviation of $SD=0.938$. Supporting work-life balance as a company lessens pressure and counteracts stress in workplaces (Soomro, Breiteneker and Shah, 2018: 130). Good work-life balance in the view of Arief, Purwana and Saptono (2021: 259) can allow workers to be in charge of their working life and result in improved productivity. By believing the employees and giving them the chance to be responsible for value and production on schedule and conditions in as much as they are conforming to goals and deadlines, organizations can foster effective work-life balance (Medina and Prieto, 2022: 63). Thus, it can be assumed that the company can support a balance between work and personal life, which is beneficial to employees' health. This is also supported by the number of respondents who agreed that company supports a balance between work and personal life, which is beneficial to employees' health. Many respondents, 68.6% (agree = 47.6%, strongly agree = 21.0%), perceived that company supports a balance between work and personal life, which is beneficial to employees' health, while 19.4% were neutral and some (strongly disagree = 0.8%, disagree = 11.3%) were in disagreement that company supports a balance between work and personal life, which is beneficial to employees' health.

Table 4.37: This company supports a balance between work and personal life, which is beneficial to employees' health (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
This company supports a balance between work and personal life, which is beneficial to employees' health.	Strongly Disagree	1	0,8	3.77	0.938
	Disagree	14	11,3		
	Neutral	24	19,4		
	Agree	59	47,6		
	Strongly Agree	26	21,0		
	Total	124	100		

4.6.17 The Company is Transparent with its Goals, Strategies and Other Business Information (N=124)

Table 4.38 below shows that there was significant agreement that the respondents perceived that their company is transparent with its goals, strategies, and other business information, with results yielding a mean value of $M=4.04$ and a standard deviation of $SD=0.820$.

When a business observes a strategy of transparency, it is free in information-sharing about its functions, processes or procedures and holds good interaction with the shareholders. This enhances the business standing, internal cooperation, and team's operation (Dinh and Salas, 2017: 14). As a result, it can be assumed that transparency in organization's function duties could increase talent retention strategy. This is also supported by the number of respondents who agreed that their company is transparent with its goals, strategies, and other business information. Most respondents, 84.7% (agree = 58.1%, strongly agree = 26.6%), agreed that transparency of a company could increase talent retention strategy, while 9.7% were neutral and some (strongly disagree = 1.6%, disagree = 4.0%) disagreed that absenteeism could promote company is transparent with its goals, strategies, and other business information.

Table 4.38: The company is transparent with its goals, strategies, and other business information (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
The company is transparent with its goals, strategies, and other business information.	Strongly Disagree	2	1,6	4.04	0.820
	Disagree	5	4,0		
	Neutral	12	9,7		
	Agree	72	58,1		
	Strongly Agree	33	26,6		
	Total	124	100		

4.6.18 The Company Encourages Teamwork to Ensure Knowledge and Skills Sharing Amongst the Team (N=124)

Table 4.39 below reveals significant agreement that the respondents perceived that the company they work for encourages teamwork to promote knowledge and skills sharing amongst the team, with results yielding a mean value of $M=4.15$ and standard deviation of $SD=0.843$. Burnette (2017: 382) notes that in a company, sharing knowledge does not only upsurges efficiency, but enables workers to perform their tasks diligently and competently. Workers can work more quickly and more intelligent by gaining suitable access to the conceptions, resources and proficiency (Curado and Vieira, 2019: 1450). Accordingly, it can be accepted that talent retention strategy could increase knowledge sharing when company's encourage teamwork. This is also be supported by the number of respondents who agreed that by inspiring teamwork among the staff, a company can ensure knowledge and skills sharing amongst the team. The majority of respondents, 87.9% (agree = 53.2%, strongly agree = 34.7%), agreed that their company encourages teamwork to ensure knowledge and skills sharing amongst the team, while 4.8% were neutral and some (strongly disagree = 0.8%, disagree = 6.5%) were in disagreement that the company encourages teamwork to ensure knowledge and skills sharing amongst the team.

Table 4.39: The company encourages teamwork to ensure knowledge and skills sharing amongst the team (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
The company encourages teamwork to ensure knowledge and skills sharing amongst the team.	Strongly Disagree	1	0,8	4.15	0.843
	Disagree	8	6,5		
	Neutral	6	4,8		
	Agree	66	53,2		
	Strongly Agree	43	34,7		
	Total	124	100		

4.6.19 Managers Allow Team Members to Participate in Key Decision-Making on Operational Processes (N=124)

Table 4.40 below illustrates significant agreement that the respondents perceived that managers allow team members to participate in key decision-making on operational processes, with results yielding a mean value of $M=3.87$ and standard deviation $SD=0.874$. By engaging other people in the decision-making process, a company can create a possibility for coworkers to exchange ideas, mutual learning, and work to attain common objectives (Ferrell and Fraedrich, 2021: 75). Chawla (2020) concurs that when employees are allowed to voice their views on matters affecting their jobs, they begin to own the decisions and ensure that they are successful in attaining the agreed goals. In turn, managers must support teamwork and assist with addressing their challenges effectively.

This is also supported by the number of respondents who agreed that managers allow team members to participate in key decision-making on operational processes. Most respondents, 75.8% (agree = 54.8%, strongly agree = 21.0%), were in agreement that allowing employees to partake in decision-making as a leader could increase talent retention at the FMCG company, while 16.1% were neutral and some (strongly disagree = 1.6%, disagree = 6.5%) were in disagreement that managers allow team members to participate in key decision-making on operational processes.

Table 4.40: Managers allow team members to participate in key decision-making on operational processes (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Managers allow team members to participate in key decision-making on operational processes.	Strongly Disagree	2	1,6	3.87	0.874
	Disagree	8	6,5		
	Neutral	20	16,1		
	Agree	68	54,8		
	Strongly Agree	26	21,0		
	Total	124	100		

From the above results, it can safely be determined that most respondents tend to agree with the statements about “Talent retention strategy” based on the overall mean (3.84) and Standard deviation (0.638), as presented in Table 4.41 below. The mean of 3.84 suggests that the respondents, on average, rated the statements positively. Considering that the standard deviation is 0.638, which is relatively small, this suggest that the responses were consistent, and most respondents had similar responses to the statements, meaning that there were high levels of agreement among the participants. Similarly, according to Bushe (2019: 7), a sound talent retention strategy has significant impact on employee motivation in that employees feel valued and appreciated when an organization implements positive actions and practices designed by the organization to retain its valuable and skilled employees. Coulson-Thomas (2012: 429) also found that talent retention is a component of the human resources of any organization that cannot be ignored, and that it worth investing in for the long term.

Table 4.41: Overall mean of Talent retention strategy (N=124)

	Score
Mean	3.84
Standard Deviation	0.638

4.7 THE IMPACT OF TALENT RETENTION STRATEGIES ON EMPLOYEE MOTIVATION

This section assesses the impact of the company’s talent retention strategies and how it impacts employee motivation. The research objective addressed here is to determine talent retention strategies such as rewards, recognition, compensation and benefits, training and development, and career advancement opportunities and their influence on employee motivation. The following results depict the various coefficients, namely, compensation and benefits, rewards and recognition, training and development, work-life balance, career advancement opportunities, performance management, employee participation, and working environment.

4.7.1 Compensation and Benefits

The following results were obtained from questions that were designed to understand if compensation and benefits influenced employee motivation, the results of which are presented herein.

4.7.1.1. Employee Satisfaction with the Fairness of Their Salary and if it Covers Living Expenses (N=124)

Table 4.42 below indicates significant agreement that the respondents perceived that they are given a fair salary which covers their living expenses, with results yielding a mean value of $M=3.19$ and standard deviation of $SD=1.226$. A study by Krumbiegel, Maertens and Wolln (2018: 196) found that when employees are properly reimbursed, they will be driven to come to work. Their morale becomes elevated, likewise their job satisfaction (Schulten and Müller, 2019: 268). High-level morale certifies that workers are encouraged sufficiently to get to work daily and work to the best of their talents (Stoler, 2020: 28). Hence, it can be assumed that compensation and benefits could increase the commitment of employees at FMCG company. This is backed by several respondents who agreed that they are satisfied with the earned salary as this covers their living expenses. Fewer respondents, 46.8% (agree = 32.3%, strongly agree = 14.5%), agreed that they are satisfied that the salary they earn is fair and covers their living expenses (strongly disagree = 9.7%, disagree = 23.4%) disagreed that the earned salary is fair and covers their living expenses.

Table 4.42: Employee satisfaction with the fairness of their salary and if it covers living expenses (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am satisfied that the salary I earn is fair and covers my living expenses.	Strongly Disagree	12	9,7	3.19	1.226
	Disagree	29	23,4		
	Neutral	25	20,2		
	Agree	40	32,3		
	Strongly Agree	18	14,5		
	Total	124	100		

4.7.1.2 The Employees' Perception of the Company's Offers of Equitable, Market-Related, And Competitive Salaries (N=124)

Table 4.43 below illustrates significant agreement that the respondents perceived that their company offers equitable, market-related, and competitive salaries, with results yielding a mean value of $M=3.22$ and standard deviation $SD=1.193$.

High reward, according to Mustafa and Ali (2019: 3), gives employees a feeling of happiness from their work and encouraged them to work better in particular when compensation is directly attached to job performance. By contrast, studies of Tirta and Enrika (2020: 89) have also shown that small reward impedes worker's interest and productivity. It can therefore be assumed that absence of companies to offer equitable, market-related, and competitive salaries could reduce employees' motivation.

Many respondents, 48.4 % (agree = 34.7%, strongly agree = 13.7%), agreed that absence of company to offers equitable, market-related, and competitive salaries could reduce employees' motivation while 19.4% were neutral and some (strongly disagree = 8.1%, disagree = 24.2%) were in disagreement that absence of company to offers equitable, market-related, and competitive salaries could reduce employees' motivation.

Table 4.43: The employees' perception of the company's offers of equitable, market-related, and competitive salaries (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
This company offers equitable, market-related, and competitive salaries.	Strongly Disagree	10	8,1	3.22	1.193
	Disagree	30	24,2		
	Neutral	24	19,4		
	Agree	43	34,7		
	Strongly Agree	17	13,7		
	Total	124	100		

4.7.1.3 The Company Believes in Paying Equal Pay for Equal Work and this Motivates me to Improve my Work (N=124)

Table 4.44 below indicates significant agreement that the respondents perceive that the company believes in paying equal pay for equal work and this motivates in improve their work, with results yielding a mean value of $M=3.31$ and a standard deviation $SD=1.07$.

The notion of equal pay for work of equivalent value is initiated towards averting a certain form of workplace bigotry (Anku, Amewugah and Glover, 2018: 623). This principal eliminates all forms of discrimination between employees in the workplace. Equal pay is crucial because all the employee merits to have a tone and be appropriately denoted and treated fairly. Yet in South Africa there is a distinct gap between the pay of females and males.

Bosch, and Barit (2020) found that female led households constitute 38% and are approximately 40% impoverished than those led by men. In addition, 48% of women led households supports extended family members versus 23% of male-led households doing the same. Women daily are forced to deal with more responsibility such as supporting and growing her family, domestic violence, adopting mechanisms to improve the quality of living conditions and earning a living. Therefore, it is evident that men have more advantages in society than females. It is therefore important for organizations to religiously abide by the laws of the country and align its own policies to eliminate all forms of unfairness. The majority of respondents, 49.2 % (agree = 36.3%, strongly agree = 12.9%), were in agreement that company believes in paying equal pay for equal work and this motivates me to improve my work while 26.6% were neutral and some (strongly disagree = 6.5%, disagree = 17.7%) were in disagreement that their company believes in paying equal pay for equal work and this has motivated them to improve their work.

Table 4.44: The company believes in paying equal pay for equal work and this motivates me to improve my work (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
The company believes in paying equal pay for equal work and this motivates me to improve my work.	Strongly Disagree	8	6,5	3.31	1.107
	Disagree	22	17,7		
	Neutral	33	26,6		
	Agree	45	36,3		
	Strongly Agree	16	12,9		
	Total	124	100		

4.7.1.4 The Employees' Perceptions of the Pension or Provident Fund that Gives them Peace of Mind for the Future (N=124)

Table 4.45 below points to substantial agreement that the respondents perceived that pension or provident fund gives employees peace of mind for the future, with results yielding a mean value of $M=3.70$ and a standard deviation of $SD=1.064$.

A provident fund as stated by Maman and Rosenhek (2020: 304) will offer workforces with total peace of mind and will guarantee that they do not experience financial mess as soon as retirement age is approaching. This strategy offers both the organization and the member of staff, the chance to provide towards the employee's retirement planning. De Sousa Sabbagha *et al.* (2018: 138) also found that retirement benefits are a non-negotiable when it comes to future security of employees. Employees tend to remain with the organization knowing that their retirement is taken care of. This is also supported by the number of respondents who agreed that compensation such as retirement benefits could assist employees to secure their future even when they no longer work. Most respondents, 65.3 % (agree = 24.2%, strongly agree = 41.1%), agreed that pension, or provident fund gives employees peace of mind for the future while 17.7% were neutral and some (strongly disagree = 2.4%, disagree = 14.5%) were in disagreement that pension, or provident fund provide them peace of mind for the future.

Table 4.45: The employees' perception of the pension or provident fund that gives them peace of mind for the future (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
The pension or provident fund gives me peace of mind for the future.	Strongly Disagree	3	2,4	3.70	1.067
	Disagree	18	14,5		
	Neutral	22	17,7		
	Agree	51	41,1		
	Strongly Agree	30	24,2		
	Total	124	100		

4.7.1.5 The Employee's Satisfaction with The Insurance Benefits, such as the Disability and Group Life Insurance (N=124)

Table 4.46 below indicates that there was significant agreement that as respondents commended that they are happy with the insurance benefits, such as the disability and group life insurance, with a mean value of $M=3.62$ and a standard deviation of $SD=1.064$.

Maman and Rosenhek (2020: 304) describe employee benefits as the types of bonuses or compensation that are provided to the employees besides their basic salaries and wages. Examples of employee benefits package may include a health insurance plan, life insurance, paid time off (PTO), profit sharing, and retirement benefits, amongst others. Organizations offers employment benefits to their workers to upsurge the safety of the members. In doing so, they enhance retention of workers as well as their required talent to develop the organization (Low, Cheng and Pheh, 2021: 2). It can therefore be assumed that compensation and benefits will assist the FMCG Company to retain talent employees. In the same vein, the employees will be happy that that they have a secured future with different employment benefits that can make them leave a fulfilled life after retirement.

This is also supported by the number of respondents who agreed that offering workers employment benefits such as insurance will assist employees to be committed to the workplace or organization. As depicted in Table 4.46 below, a majority of the respondents 65.3% (agree=41.1%, strongly agree=24.2%) were in agreement that compensation and benefits offered in their workplace makes them happy while 17.7% were neutral and very few were in disagreement (disagree=2.4%, strongly disagree=14.5%).

Table 4.46: The employees' satisfaction with the insurance benefits, such as the disability and group life insurance (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am happy with the insurance benefits, such as the disability and group life insurance.	Strongly Disagree	3	2,4	3.62	1.064
	Disagree	18	14,5		
	Neutral	22	17,7		
	Agree	51	41,1		
	Strongly Agree	30	24,2		
	Total	124	100		

4.7.1.6 The Employee's Contentment with the Paid Leave Benefits (Annual, Sick, Family Responsibility and Study Leave, and Public Holidays) that the Company Offers (N=124)

Based on Table 4.47 below, there was significant agreement in that the respondents confirmed that they are pleased with the paid leave benefits that their company offered, with a mean value of $M=3.55$ and standard deviation of $SD=1.205$.

Belwal, Belwal and Al-Hashemi (2019: 315) describe paid leave as a situation under which a worker takes leave of absence and still get recompensed. Examples of paid leave are vacation, holiday, time, sick leave, sabbaticals leave and amongst others. Regardless of whether workers get paid for time off or not, the actions that institute paid leave are habitually the institution's decision. Therefore, Pregnolato *et al.* (2017:9) also found that monetary benefits are not the only form of benefits that retain the best skills.

Paid leave is imperative to ensure that talent employees remain with the organization. Nevertheless, paid leave must be compensated at the FMCG Company. This is also supported by the number of respondents who agreed that they were pleased with the paid leave benefits that their company offers.

The results indicated that majority of the respondents, 63.7% (agree = 41.9%, strongly agree = 21.8%), agreed that they are pleased with the paid leave benefits offered their company; while 12.9% were neutral and very few disagreed (strongly disagree = 7.3%, disagree = 2.8%) that they are pleased with the paid leave benefits (annual, sick, family responsibility and study leave, and public holidays) that their company offers.

Table 4.47: The employees' contentment with the paid leave benefits (annual, sick, family responsibility and study leave, and public holidays) that the company offers (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am pleased with the paid leave benefits (annual, sick, family responsibility and study leave, and public holidays) that the company offers.	Strongly Disagree	9	7,3	3.55	1.205
	Disagree	20	16,1		
	Neutral	16	12,9		
	Agree	52	41,9		
	Strongly Agree	27	21,8		
	Total	124	100		

- Based on the results as illustrated, the mean of 3.43 suggests that the respondents generally agreed with the statements related to compensation and benefits, thus on average the statements were rated positively. The standard deviation of 0.989 is relatively small which suggests that the responses were consistent, and respondents rated the statements similarly, thus indicating a high level of agreement among the respondents.

- Based on the overall mean (3.43) and standard deviation (0.989) most respondents tend to agree with the statements about "Compensation and Benefits", This suggests that the respondents may feel that the compensation and benefits offered by their organization are satisfactory and meet their needs, which could contribute to their overall job satisfaction and motivation. The results are illustrated in Table 4.48 below.

Table 4.48: Overall Mean and Standard deviation of Compensation and Benefits

	Score
Mean	3.43
Standard Deviation	0.989

4.7.2 Rewards and Recognition

The following results were obtained from questions posed to respondents which intended to examine if rewards and recognition motivate employees at the FMCG Company. The results are thus presented below.

4.7.2.1 The Company Offers a Performance Bonus for Exceptional Work Performance that Motivates Me to Achieve my Goals (N=124)

Table 4.49 below shows that there was significant agreement in that the respondents perceived that the company has a fair and just system for rewarding employees, with a mean value of $M=3.46$ and standard deviation of $SD=1.122$.

Reward and recognition, according to Anku, Amewugah and Glover (2018: 622), has been recognized to increase organizational standards, improve team struggles, boost customer satisfaction and stimulate some actions in members of staff.

A study by Owino, Oluoch and Kimemia (2019: 1321) affirmed that organizations can recognize the hard work of employees and fairly reward them by acting transparently in all aspect of work and decisions, pay bonuses promptly etc.

Akunda *et al.* (2018) also found that by treating employees fairly with rewards, they are always willing to achieve more than expected and are motivated by the fair treatment of the organization. This also prevents unnecessary grievances and arguments that may ensue due to unfair treatment.

From the table below, it can be deduced that rewards and recognitions can trigger employees to work harder and to be more creative in the FMCG company. This is also supported by the number of respondents who agreed that their company has a fair and just system for rewarding employees. Most of the respondents, 58.8 % (agree = 42.7%, strongly agree = 16.1%), agreed that that their company has a fair and just system for rewarding employees. However, 16.9% were neutral and a few (strongly disagree = 4.8%, disagree = 19.4%) disagreed that their company has a fair and just system for rewarding employees.

Table 4.49: The company offers a performance bonus for exceptional work performance that motivates me to achieve my goals (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I believe that the company has a fair and just system for rewarding employees.	Strongly Disagree	9	7,3	3.46	1.122
	Disagree	26	21,0		
	Neutral	11	8,9		
	Agree	49	39,5		
	Strongly Agree	29	23,4		
	Total	124	100		

4.7.2.2 The Company Offers a Performance Bonus For Exceptional Work Performance that Motivates me to Achieve my Goals (N=124)

With a mean value of M=3.51 and standard deviation of SD=1.259, the respondents perceived that their company offers a performance bonus for exceptional work performance that motivates them to achieve their goals as shown in Table 4.50 below.

A good, formulated performance bonus system established upon fair conditions can motivate workers to do excellent job, sustain motivation and efficiency (Asaari, Desa and Subramaniam, 2019: 48). Similar results were reported in a study by Tyokwe and Naicker (2021: 3), that a company may as well use bonuses to display appreciation to workers who meet up with goals, or to persuade potential workers to join up a business's rankings. It can therefore be assumed that rewards and recognitions will assist employees and cope with job pressure at the FMCG company.

This is also supported by the number of respondents who agreed that reward and recognition will assist employees to cope with work pressure. Most of the respondents, 62.9% (agree = 39.5%, strongly agree = 23.4%), agreed that their company offers a performance bonus for exceptional work performance that motivates them to achieve my goals; while 8.9% were neutral and some (strongly disagree = 7.3%, disagree = 21.0%) disagreed that their company offers a performance bonus for exceptional work performance that motivates them to achieve their goals.

Table 4.50: The company offers a performance bonus for exceptional work performance that motivates me to achieve my goals (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
The company offers a performance bonus for exceptional work performance that motivates me to achieve my goals.	Strongly Disagree	9	7,3	3.51	1.259
	Disagree	26	21,0		
	Neutral	11	8,9		
	Agree	49	39,5		
	Strongly Agree	29	23,4		
	Total	124	100		

4.7.2.3 Management Appreciates Employees who Develop Innovative Ideas (N=124)

Table 4.51 below shows that there was significant agreement that the respondents perceived that management appreciates employees who develop innovative ideas, with a mean value of $M=3.70$ and a standard deviation of $SD=1.020$.

The results affirm the study by Abualoush, Bataineh and Alrowwad (2018: 137) who state that to develop innovative, organizations can inspire team unison while also stimulating good manager and employee interactions.

This is not only to increase efficiency, and innovation, but to initiate higher degrees of dedication and retention. It was also discovered by Madni and Sievers (2018: 172), that acknowledging employees when new ideas and approaches are suggested creates a sense of purpose for those employees. This motivates them to create more new ideas and stimulates their creativity.

This is also supported by the number of respondents who agreed that management appreciating employees can ensure the development of innovative ideas in the FMCG company. Many of the respondents, 71.0% (agree = 51.6%, strongly agree = 19.4%), agreed that management appreciating employees can ensure the development of innovative ideas, while 10.5% were neutral and a few (strongly disagree = 1.6%, disagree = 16.9%) disagreed with that management appreciating employees can ensure the developing innovative ideas at the FMCG company

Table 4.51: Management appreciates employees who develop innovative ideas (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Management appreciates employees who develop innovative ideas.	Strongly Disagree	2	1,6	3.70	1.020
	Disagree	21	16,9		
	Neutral	13	10,5		
	Agree	64	51,6		
	Strongly Agree	24	19,4		
	Total	124	100		

4.7.2.4 The Company Gives Recognition for Good Work Done (N=124)

Table 4.52 below illustrates that there was significant agreement that their company gives recognition for good work done., with a mean value of $M=3.89$ and a standard deviation $SD=0.817$. Basically, the objective of companies giving recognition for the job well done is to buttress particular conducts or activities that ends in improve performance and constructive business outcomes (Putra and Cho, 2019: 37). Recognition enables workers to perceive that their organization respects them and their efforts to the feat of their team and the company in general.

This is also supported by the number of respondents who agreed that their company gives recognition for good work done. The majority of respondents, 70.2 % (agree = 50.8%, strongly agree = 19.4%), were in agreement that their company gives recognition for good work done, while 14.5% were neutral and a few (strongly disagree = 0.4%, disagree = 11.3%) were in disagreement that their company gives recognition for good work done.

Table 4.52: The company gives recognition for good work done (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
The company gives recognition for good work done.	Strongly Disagree	5	4,0	3.70	1.036
	Disagree	14	11,3		
	Neutral	18	14,5		
	Agree	63	50,8		
	Strongly Agree	24	19,4		
	Total	124	100,0		

Based on these results illustrated below in Table 4.53, most respondents tend to agree with the statements about rewards and recognition. Mabaso and Dlamini (2018) also found that when employees are rewarded fairly, they are motivated to remain with the organization. These employees must be encouraged to do good work. In this study, the mean of 3.59 indicates that the respondents on average rated the statements positively.

The standard deviation of 1.019, is relatively small which suggests that the responses were consistent and there were very little variability in ratings. Similar responses were provided to the statements which indicates a high level of agreement among the respondents. These results thus indicate that respondents may feel that their organization offers appropriate rewards and recognition for the work done which could contribute positively towards the employee motivation.

Table 4.53: Overall mean and Standard deviation of Rewards and Recognitions

	Score
Mean	3.59
Standard Deviation	1.019

4.7.3 Training and Development

This section aims to present results from the study that sought to determine if training and development of the respondents impacts employee motivation. Thus, the results below illustrate the findings obtained from the respondents of the FMCG Company.

4.7.3.1 Employees Perception on the Training Opportunities Provided by the Company Influencing their Motivation (N=124)

Table 4.54 below reflects significant agreement that the respondents perceived as to whether training opportunities provided by their establishment motive them, with a mean value of $M=3.87$ and standard deviation of $SD=0.855$.

A survey conducted by Rodriguez and Walters (2017: 206) showed that training can assist workers to know how their job contributes to the organization's structure, objectives, aspirations and accomplishments. Consequently, workers can come to be more motivated and thrilled about their job as they understand what they are doing makes a difference to the achievement of the organization. Bhalla and Sidhu (2017: 288) confirmed that when employees are involved in training initiatives, they become eager to use their newly acquired knowledge and therefore must be given the opportunity to do so. This will not only retain talent in the business but will also boost confidence among the skilled employees.

Thus, the results highlighted that numerous respondents were motivated by training opportunities provided by the FMCG company. The majority of respondents, 82.2% (agree = 66.1%, strongly agree = 16.1%), were in agreement that they were motivated by the training opportunities provided by the FMCG company, while 9.7% were neutral and some (strongly disagree = 3.2%, disagree = 4.8%) were in disagreement with the training opportunity.

Table 4.54: Employees perception on the training opportunities provided by the company influencing their motivation (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am motivated by the training opportunities provided to me	Strongly Disagree	4	3,2	3.87	0.855
	Disagree	6	4,8		
	Neutral	12	9,7		
	Agree	82	66,1		
	Strongly Agree	20	16,1		
	Total	124	100		

4.7.3.2 Training Activities for the Identified Talent are in Line with Assigned Critical Tasks (N=124)

Table 4.55 below reveals that there was significant agreement in that the respondents perceived that training activities for the identified talent are in line with assigned critical tasks, with a mean value of M=3.80 and standard deviation of SD=0.901.

The results supported by Ritter and Mostert (2017: 244) evidenced that ineffectual trained workforces may suffer bad work. Conversely, training and development enables companies to acquire and retain top talent. It upsurges work satisfaction and confidence in workers. According to Leow, Ismail, and Naim (2019), when specific training activities are identified for the talented employees, they become more skilled, knowledgeable and experts in their field. This boosts their confidence as they are aware of their value in the company and become motivated to learn more.

It can thus be concluded from the table below that training activities for the identified talent are in line with assigned critical tasks at the FMCG company. The majority of the respondents, 77.4% (agree = 62.1%, strongly agree = 15.3%), were in agreement that training activities for the identified talent are in line with assigned critical tasks, while 13.7% were neutral and a few (strongly disagree = 4.0%, disagree = 4.8%) were in disagreement with training activities for the identified talent are in line with assigned critical tasks.

Table 4.55: Training activities for the identified talent are in line with assigned critical tasks (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Training activities for the identified talent are in line with assigned critical tasks.	Strongly Disagree	5	4,0	3.80	0.901
	Disagree	6	4,8		
	Neutral	17	13,7		
	Agree	77	62,1		
	Strongly Agree	19	15,3		
	Total	124	100		

4.7.3.3 This Company Invests in Continuous Skills Development, Coaching, Mentoring And Management Development, which Motivates me to Better Myself (N=124)

Table 4.56 below indicates significant agreement that the respondents perceived that their company invests in continuous skills development, coaching, mentoring and management development, which motivates employees to better themselves, with a mean value of M=3.94 and standard deviation of SD=0.820.

Maity (2019: 651) found that companies investing in workplace learning have the ability to boost the worker's talent sets, a rise in skill and knowledge retention, generate new thoughts and prospects, increase morale and enhance whole employee performance. It can therefore be assumed that investing in continuous skills development as well as mentoring has motivated employees to improve themselves at the FMCG company.

This is also supported by the number of respondents who agreed that the company investing in continuous skills development, coaching, mentoring, and management development has motivated employees to better themselves. The majority of the respondents, 83.9% (agree = 64.5%, strongly agree = 19.4%), were in agreement that company investing in continuous skills development, coaching, mentoring and management development has motivated employees to better themselves, while 9.7% were neutral and some (strongly disagree = 2.4%, disagree = 4.0%) were in disagreement that company investing in continuous skills development, coaching, mentoring and management development has motivated employees to better themselves.

Table 4.56: This company invests in continuous skills development, coaching, mentoring and management development, which motivates me to better myself (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
This company invests in continuous skills development, coaching, mentoring and management development, which motivates me to better myself.	Strongly Disagree	3	2,4	3.94	0.820
	Disagree	5	4,0		
	Neutral	12	9,7		
	Agree	80	64,5		
	Strongly Agree	24	19,4		
	Total	124	100		

4.7.3.4 Employees Are Satisfied That the Company Frequently Identifies Skills Deficits and Plans Training Programmes to Address the Gaps (N=124)

Table 4.57 below shows that there was significant agreement that the respondents perceived that their company frequently identifies skills deficits and plans training programmes to address the gaps, with a mean value of M=3.88 and standard deviation of SD=0.832.

These discoveries are affiliated to the findings of Bin Hashim, Raza and Minai (2018: 4), that performance gaps can make people, groups and industries to stumble, causing in a deficit in business. They can likewise influence corporate values, ending in reduced motivation. However, dealing with these gaps via training will help employees enhance their performance. Sharma, and Bhandari (2019) agree as they found that when training gaps are identified and addressed, employee become more productive, innovative and are more likely to remain with the organization since they are motivated by using their new skills and eager to learn further.

From the results, it can therefore be assumed that the company will be able to identify skills deficits and plan training programmes and address the gaps at the FMCG company. This is also supported by the number of respondents who agreed that they are satisfied that their company frequently identifies skills deficits and plans training programmes to address the gaps. The majority of respondents, 78.2 % (agree = 59.7%, strongly agree = 18.5%), were in agreement that they are satisfied that their company frequently identifies skills deficits and plans training programmes to address the gaps, while 14.5% were neutral and some (strongly disagree = 1.6%, disagree = 5.6%) were in disagreement that they are satisfied that their company frequently identifies skills deficits and plans training programmes to address the gaps.

Table 4.57: Employees satisfaction that company frequently identifies skills deficits and plans training programmes to address the gaps (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am satisfied that the company frequently identifies skills deficits and plans training programmes to address the gaps.	Strongly Disagree	2	1,6	3.88	0.832
	Disagree	7	5,6		
	Neutral	18	14,5		
	Agree	74	59,7		
	Strongly Agree	23	18,5		
	Total	124	100		

4.7.3.5 Identified Talent Have Many Opportunities for Upward Mobility (N=124)

Table 4.58 below depicts significant agreement that the respondents perceived that identified talent have many opportunities for upward mobility, with a mean value of $M=3.83$ and standard deviation of $SD=0.899$.

Renwick (2019: 14) notes that as organizations develop, likewise they must work more to interest and preserve top talent. Presenting skills development, improved opportunity, and upward mobility are factors that can assist organizations accomplish their retention target. Huang, and Jia (2019) also found that when talented employees are invested in with specified skills development, it focuses their career trajectory to new heights which translates to satisfied employees who are focused and committed to the organization. It can therefore be assumed that an identified talent has many opportunities for upward mobility at the FMCG company. This is also supported by the number of respondents who agreed that identified talent has many opportunities for upward mobility at the FMCG company. The majority of respondents, 75.9 % (agree = 56.5%, strongly agree = 19.4%), were in agreement that identified talent has many opportunities for upward mobility at the FMCG company, while 13.7% were neutral and some (strongly disagree = 1.6%, disagree = 8.9%) were in disagreement that identified talent has many opportunities for upward mobility at the FMCG company.

Table 4.58: Identified talent have many opportunities for upward mobility (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Identified talent have many opportunities for upward mobility.	Strongly Disagree	2	1,6	3.83	0.899
	Disagree	11	8,9		
	Neutral	17	13,7		
	Agree	70	56,5		
	Strongly Agree	24	19,4		
	Total	124	100		

In summary of the results discussed above, most respondents agree that training and development is focused on at the FMCG Company. Furthermore, this was affirmed by the overall mean (3.86), and standard deviation (0.770) as shown in Table 4.59 below. The standard deviation of 0.770 suggests that the responses did not have much variation, meaning that most respondents had similar opinions about training and development. Thus, these results suggest that training and development can have a positive impact on employee motivation. Abba (2018:28) affirms this by finding that when an employer provides employees with knowledge and skills together with resources to fulfill their job requirements, organizations can improve motivation and engagement which will only lead to improved organizational outcomes.

Table 4.59: Overall mean and Standard deviation of Training and Development (N=124)

	Score
Mean	3.86
Standard Deviation	0.770

4.7.4 Work-Life Balance

The following section seeks to understand the employee's perception on their work-life balance whilst employed at the FMCG Company. The results are narrated and discussed below.

4.7.4.1 The Company Recognizes that Work-Life Balance Is Important for Employees to Lead Healthy Lives (N=124)

Table 4.60 below depicts significant agreement that the respondents perceived that their company recognizes that work-life balance is important for employees to lead healthy lives, with a mean value of $M=3.80$ and standard deviation of $SD=0.865$.

Santos and Caballero (2019: 25) state that implementing policies that foster work-life balance is crucial. Such policies could comprise of malleable modifications, realizing the employment quality instead of logged-in time, and leave of absence policies that urges personnel to take time off.

By inspiring employees to have a beneficial work-life balance, an organization can form an environment where everybody is devoted to their responsibilities. Bataineh (2019) also found that this will enhance retention levels, effectiveness, and income. Consequently, it can be assumed that work-life balance can be used to promote the healthy life of employees at the FMCG company. This is also supported by the number of respondents who agreed that the company recognizes that work-life balance is important for employees to lead healthy lives.

The majority of respondents, 74.2 % (agree = 57.3%, strongly agree = 16.9%), were in agreement that company recognizes that work-life balance is important for employees to lead healthy lives, while 15.3% were neutral and some (strongly disagree = 0.8%, disagree = 9.7%) were in disagreement that company recognizes that work-life balance is important for employees to lead healthy lives.

Table 4.60: The company recognizes that work-life balance is important for employees to lead healthy lives (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
The company recognizes that work-life balance is important for employees to lead healthy lives.	Strongly Disagree	1	0,8	3.80	0.865
	Disagree	12	9,7		
	Neutral	19	15,3		
	Agree	71	57,3		
	Strongly Agree	21	16,9		
	Total	124	100		

4.7.4.2 The Time-Off Allows Employees to Recharge and Perform Well Upon their Return to Work (N=124)

Table 4.61 below points out that there is considerable consensus that the respondents perceived the time-off allows employees to recharge and perform well upon their return to work, with a mean value of M=3.85 and standard deviation of SD=0.929.

The study of Yester (2019: 239) expounds that offering time-off helps keep the employees' both physical and mental health as well as their well-being balanced. Time-off inspires employees to do good quality work for both their customers and personnel.

When employees are offered time off, it lowers their stress level and the risk of severe related health conditions. Kaddourah (2018) further denoted that employees will have a healthier viewpoint on life, as well as more enthusiasm to accomplish goals when they are provided with flexible work schedules and adequate time off. It can therefore be assumed that the time-off offered to the employees of the FMCG company makes them to perform better when they return to work.

This is also supported by the number of respondents who agreed that the time-off allow employees to recharge and perform well upon their return to work. Most of the respondents, 75% (agree = 53.2%, strongly agree = 21.8%), agreed that allow employees to recharge and perform well upon their return to work, while 15.3% were neutral and some (strongly disagree = 2.4%, disagree = 7.3%) disagreed.

Table 4.61: The time-off allows employees to recharge and perform well upon their return to work (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
The time-off allows employees to recharge and perform well upon their return to work.	Strongly Disagree	3	2,4	3.85	0.929
	Disagree	9	7,3		
	Neutral	19	15,3		
	Agree	66	53,2		
	Strongly Agree	27	21,8		
	Total	124	100		

4.7.4.3 This Company Encourages Employees to Take their Annual Leave To Ensure that Employees have Time for Leisure (N=124)

Table 4.62 below shows significant agreement that the respondents perceived that their company encourages employees to take their annual leave to ensure that employees have time for leisure, with results yielding a mean value of $M=4.01$ and standard deviation of $SD=0.906$. The study of Cheng, Chang and Lien (2021: 206) has revealed that breaking worker's operating cycle has been shown to have tremendous benefits to both workers and their organization. Similarly, Bataineh (2019:101) found that for employees, it can lessen anxiety, boost their mood as well as immunity, while to the organization it enhances worker's morale, work productivity and increase employee retention. Hence, the FMCG company could contribute to the wellbeing of their employees by encouraging the employees to take annual leave to ensure that they have time for leisure.

This is also supported by the number of respondents who agreed that the FMCG company could contribute to the wellbeing of their employees by encouraging the employees to take annual leave to ensure that they have time for leisure. Most respondents, 79 % (agree = 48.4%, strongly agree = 30.6%), agreed that their company contribute to the wellbeing of their employees by encouraging them to take annual leave to ensure that they have time for leisure, while 13.7% were neutral and some (strongly disagree= 1.6%, disagree =5.6%) disagreed.

Table 4.62: This company encourages employees to take their annual leave to ensure that employees have time for leisure (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
This company encourages employees to take their annual leave to ensure that employees have time for leisure.	Strongly Disagree	2	1,6	4.01	0.906
	Disagree	7	5,6		
	Neutral	17	13,7		
	Agree	60	48,4		
	Strongly Agree	38	30,6		
	Total	124	100		

In summary of the above section, the overall mean (3.88) indicates that, on average, respondents tend to agree with the statement about work-life balance. The standard deviation (0.780) suggests that there was not much variation in responses, meaning that respondents have similar views, as shown in Table 4.63 below. Respondents agreed with the statement on work-life balance implying that this is a significant issue and values the organizations efforts to provide policies and practices that support a work-life balance. This is supported by other studies which found that a balance between work and an employee's personal life influences employee motivation and employee job satisfaction (Bianchi, Bove, and Poggesi, 2019).

Table 4.63: Overall mean and Standard deviation of Work-Life Balance (N=124)

	Score
Mean	3.88
Standard Deviation	0.780

4.7.5 Career Advancement Opportunities

The following section assesses the employee perceptions on the career advancement opportunities provided by the FMCG Company, and whether such opportunities are a source of motivation to them. The results are interpreted and discussed below.

4.7.5.1 I Am Motivated by the Growth Opportunities Given to me to Advance My Career (N=124)

Table 4.64 below indicates significant agreement as to whether employees are motivated by the growth opportunities granted by the company to advance their career, with results yielding a mean value of M=3.98 and standard deviation of SD=0.958.

When growth opportunities are opened by the organization to the employees, they will work with much more strength than when they are pressured (Odor, 2018: 3). Granting employees career development opportunities enables them to get to new heights of competence, continued education or skill development.

This often leads to acquiring vacancies with more management duties which in turn increases their income (Halim, Ahmad and Ramayah, 2019: 16). Thus, it can be assumed that by motivating employees, the growth opportunities given to them can advance their career. Houssein *et al.* (2020:21) support the view that when skilled employees are provided with growth opportunities, they become attached to the organization and are motivated by the attention given by their employer. This is also supported by the number of respondents who agreed that by motivating employees, the growth opportunities given to the employee advances their career. Most respondents, 78.2 % (agree = 47.6%, strongly agree = 30.6%), were in agreement that that by motivating employees the growth opportunities offered to the employee advances their careers, while 12.9% were neutral and some (strongly disagree = 2.4%, disagree = 6.5%) were in disagreement.

Table 4.64: I am motivated by the growth opportunities given to me to advance my career (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am motivated by the growth opportunities given to me to advance my career.	Strongly Disagree	3	2,4	3.98	0.958
	Disagree	8	6,5		
	Neutral	16	12,9		
	Agree	59	47,6		
	Strongly Agree	38	30,6		
	Total	124	100		

4.7.5.2 I am Satisfied that Promotional Opportunities are Given Fairly to Employees (N=124)

Table 4.65 below indicates significant agreement in that the respondents perceived that promotional opportunities are given fairly to employees, with results yielding a mean value of M=3.89 and standard deviation of SD=0.930. In a study by Ajis, Akma and Salleh (2020: 3), it was found that when employees are satisfied about the promotional opportunities offered to them, the effect enhances their retention in the workplace.

Promotions not only motivate employees to work harder or to accomplish career objectives, but they also inspire them to nurture and grow the establishment, consequently growing employee retention and allegiance. In other studies, it was found that when talented employees are provided with fair opportunities to grow their career, they feel included and valued, they are motivated and willing to stay with the organization as a result (Melesse and Gulie, 2019: 83). It can therefore be posited that employees are satisfied with promotional opportunities offered by the FMCG company, especially when granted fairly. This is also supported by the number of respondents who agreed that are satisfied that promotional opportunities are given fairly to employees at the FMCG company. Many respondents, 74.2 % (agree = 49.2%, strongly agree = 25%), were in agreement that they are satisfied that promotional opportunities are given fairly to the employees, while 17.7% were neutral and some (strongly disagree = 2.4%, disagree = 5.6%) were in disagreement.

Table 4.65: I am satisfied that promotional opportunities are given fairly to employees (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am satisfied that promotional opportunities are given fairly to employees	Strongly Disagree	3	2,4	3.89	0.930
	Disagree	7	5,6		
	Neutral	22	17,7		
	Agree	61	49,2		
	Strongly Agree	31	25,0		
	Total	124	100		

4.7.5.3 I Have a Clear Career Path that Encourages my Commitment with the Company (N=124)

Table 4.66 below reveals significant agreement in that respondents perceived that they have a clear career path that encourages their commitment with their company, with results yielding a mean value of $M=3.91$ and standard deviation of $SD=0.836$.

In a working community, Goh and Okumus (2020: 3) state that career pathing can as well help to induce new appoints who are seeking for an establishment where they can grow and flourish. Melesse and Gulie (2019: 83) further found that employees with defined and agreed career paths are goal orientated and engaged.

They feel a sense of responsibility towards the organization and are therefore motivated to remain with it. It can therefore be assumed that having a clear career path encourages the employees to be committed to the FMCG company. This is also supported by the number of respondents who agreed that a clear career path that encourages their commitment. Many respondents, 79.9 % (agree = 59.7%, strongly agree = 20.2%), agreed that having a clear career path encourages their commitment with their company while 12.9% were neutral and some (strongly disagree = 1.6%, disagree = 5.6%) were in disagreement that that having a clear career path encourage their commitment with their company.

Table 4.66: I have a clear career path that encourages my commitment with the company (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I have a clear career path that encourages my commitment with the company.	Strongly Disagree	2	1,6	3.91	0.836
	Disagree	7	5,6		
	Neutral	16	12,9		
	Agree	74	59,7		
	Strongly Agree	25	20,2		
	Total	124	100		

To summarize the result above, the overall mean (3.92), suggest that respondents agreed with the statements regarding career advancement opportunities. The standard deviation (0.780) implied that there was not much variation in responses and respondents had similar opinions on the statement "Career Advancement Opportunity" as shown below in table 4.67. This is further supported by previous studies conducted which indicated that career advancement opportunities had a positive impact on employee motivation in that those who perceived greater career advancement opportunities reported higher levels of motivation which led to job satisfaction and engagement (Ozaki and Takahashi, 2018).

Table 4.67: Overall mean and Standard deviation of Career Advancement Opportunity (N=124)

	Score
Mean	3.92
Standard Deviation	0.780

4.7.6 Performance Management

The following section provides a view on the employee's observations on the FMCG Company's performance management system and if this system impacts employee motivation. The results are narrated and listed below.

4.7.6.1 I am Satisfied that the Performance Management Process is Used to Assist Me to Improve my Skills, Knowledge and Achieve My Goals (N=124)

Table 4.68 below shows significant agreement that the respondents perceived that satisfaction of the performance management process is used to assist employees improve their skills, knowledge and achieve their goals, with results yielding a mean value of M=3.98 and standard deviation of SD=0.738.

The performance management process fulfills the purpose of highlighting the learning gaps particularly where skills, knowledge and experience of the learner are deficient and where further training is required to prop the capacity for effective implementation of action (Helmold and Samara, 2019: :33). It can therefore be assumed that satisfaction from performance management process in the FMCG company assists the employees to realize their areas of weakness where improvement is required. This as well is backed by the number of respondents who agreed that they were satisfied that the performance management process is used to assist improving the skills, and knowledge to realize the target goals. The majority of respondents, 81.5 % (agree = 60.5%, strongly agree = 21.0%), were in agreement that they were satisfied that the performance management process is used to assist them improve their skills, knowledge and achieve their goals, while 13.7% were neutral and 4.8% were in disagreement with that the performance management process is used to assist the employee improve their skills, knowledge and to achieve their goals.

Table 4.68: I am satisfied that the performance management process is used to assist me to improve my skills, knowledge and achieve my goals (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am satisfied that the performance management process is used to assist me to improve my skills, knowledge and achieve my goals.	Strongly Disagree	-	-	3.98	0.738
	Disagree	6	4,8		
	Neutral	17	13,7		
	Agree	75	60,5		
	Strongly Agree	26	21,0		
	Total	124	100		

4.7.6.2 I Am Encouraged by The Regular Feedback I Receive on My Performance (N=124)

Table 4.69 below presents significant agreement that the respondents perceived that employees are encouraged by the regular feedback they received on their performance, with a mean value of M=3.90 and standard deviation of SD=0.821.

Supplying positive feedback at work indicates that all employees end up with a vibrant understanding of what they are (Newnam and Goode, 2019: 21). This improves their job satisfaction, as they feel appreciated and know that their hard work and progress will be rewarded. Lee (2019:28) agrees that regular and constructive performance feedback to employees improved the relationship between the manager and employee and builds trust and loyalty from the employee. The employee is thus motivated, trusting the guidance received from their manager. It can therefore be assumed that regular feedback offered to employees on job performance at the FMCG company encourages them. Many of the respondents, 71.1 % (agree = 59.7%, strongly agree = 19.4%), agreed that they are encouraged by the regular feedback received by them on their performance, while 14.5% were neutral and some (strongly disagree = 1.6%, disagree = 4.8%) were in disagreement that they are encouraged by the regular feedback received by them on their performance.

Table 4.69: I am encouraged by the regular feedback I receive on my performance (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am encouraged by the regular feedback I receive on my performance.	Strongly Disagree	2	1,6	3.90	0.821
	Disagree	6	4,8		
	Neutral	18	14,5		
	Agree	74	59,7		
	Strongly Agree	24	19,4		
	Total	124	100,0		

4.7.6.3 Management Communicates Clear Goals and Targets Which Motivates Me to Achieve Them (N=124)

Table 4.70 below illustrates that there was significant agreement that the respondents perceived that the clear goals and targets communicated by management inspire the employees to realize the set goals and targets, with a mean value of M=4.00 and standard deviation of SD=0.776.

Siam (2017) found that management clearly communicating expectations to the employees will provide them with a clearer idea on how to work towards realizing corporate goals and targets. It can therefore be assumed that clear communication of targeted goals from management can promote work efficiency of FMCG employees as they have of carnal idea of what to do and how to get things done. Schleicher *et al.* (2019:851) also found that managers must use transparency to the advantage of motivating employees as this quality doesn't exist in all organizations. Building on frequent and clear communication is therefore key to ensure understanding and ultimately achieving shared goals. This is also supported by the number of respondents who were in agreement that clear communication of goals and targets from the management will motivate the employees to achieve the set goals and targets at the FMCG company. The majority of respondents, 83.1% (agree = 60.5%, strongly agree = 22.6%), were in agreement that clear communication of goals and targets from the management will motivate the employees to achieve the set goals and targets, while 12.9% were neutral and some (strongly disagree = 1.6%, disagree = 2.4%) were in disagreement that clear communication of goals and targets from the management will motivate the employees to achieve the set goals and targets.

Table 4.70: Management communicates clear goals and targets which motivates me to achieve them (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Management communicates clear goals and targets which motivates me to achieve them.	Strongly Disagree	2	1,6	4.00	0.776
	Disagree	3	2,4		
	Neutral	16	12,9		
	Agree	75	60,5		
	Strongly Agree	28	22,6		
	Total	124	100,0		

4.7.6.4 Annual Increments Are Based On Performance Scores (N=124)

Table 4.71 points out that there is considerable consensus that the respondents perceived annual increments are based on performance scores, with a mean value of M=3.72 and standard deviation of SD=0.967.

The findings of Sitopu, Sitinjak and Marpaung (2021: 72) on increments as form of compensation is that it is used by the employer to motivate employees to perform well. The belief that increments are based on the using of performance score is to give fair treatment by employers on how workers are treated. Also, the purpose is to encourage workers to keep maintaining their positive attitudes. Rijamampianina (2018) further elaborated that this practice also ensures that increments are awarded fairly and can be tracked using performance. This motivates employees to work persistently to achieve goals. It can therefore be assumed that providing increments to the employees encourage them to deliver their best at the FMCG company.

This is also supported by the number of respondents who agreed that annual increments are based on performance scores and the effect of this has been their motivator to give work their best at the FMCG company. Most of the respondents, 68.5 % (agree = 50%, strongly agree = 18.5%), were in agreement that annual increments are based on performance scores, while 18.5% were neutral and some (strongly disagree = 2.5%, disagree = 10.5%) were in disagreement that annual increments are based on performance scores in their FMCG company.

Table 4.71: Annual increments are based on performance scores (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Annual increments are based on performance scores	Strongly Disagree	3	2,4	3.72	0.967
	Disagree	13	10,5		
	Neutral	23	18,5		
	Agree	62	50,0		
	Strongly Agree	23	18,5		
	Total	124	100,0		

- In summary of the above results, the overall mean (3.92) suggests that on average respondents tend to agree with the statement. The standard deviation (0.780) indicates that respondents had similar views on the statements about Performance Management as shown below in Table 4.72. Majority of the respondents agreed that effective performance management practices are valuable and that such practices are implemented at their organization. Grill and Dawson (2017) found that performance management can motivate employees to perform well as employees feel that their performance is being effectively managed and they have a clear understanding of the company's expectation of them. Employees will also feel supported and valued for their contributions. This is likewise supported by studies conducted by Aldhafeeri (2019) where it was found that performance management was positively related to employee motivation in that the relationship was mediated by perceived organizational support.

Table 4.72: Overall mean and Standard deviation of Performance Management (N=124)

	Score
Mean	3.90
Standard Deviation	0.737

4.7.7 Employee Participation

This section appraises how employee participation impacts employee motivation at the FMCG Company. Employee perceptions were collected to determine if there is a relationship between employee participation and employee motivation.

4.7.7.1 I Am Allowed To Challenge Myself In My Work And This Autonomy Motivates Me To Achieve Set Goals (N=124)

Table 4.73 below points out that there is considerable consensus that the respondents confirmed that they are allowed to challenge themselves in at work and that autonomy motivates them to achieve set goals., with a mean value of M=3.98 and standard deviation of SD=0.759.

Schall (2019: 25) affirms that an employee that is allowed autonomy is self-driven, motivated to achieve results, and are totally committed to their duty. The confidence, free-thinking, self-esteem, and independence enhances their productivity. All these attributes gear them to achieve professional aspirations as they wish. Abarantyne *et al.* (2019: 4) also found that autonomy provides for an open relationship between the manager and employee which allows for honest discussion and quick problem solving. It can therefore be assumed that allowing employees to challenge themselves at work with autonomy to act, provides the motivation to achieve set goals at the FMCG company. This is also supported by the number of respondents who agreed that they were allowed to challenge themselves at work and the autonomy offered by FMCG motivates them to achieve set goals.

The majority of the respondents, 83.1% (agree = 62.9%, strongly agree = 20.2%), were in agreement were allowed to challenge themselves at work and the autonomy offered by FMCG motivates them to achieve set goals, while 12.9% were neutral and some (strongly disagree = 1.6%, disagree = 2.4%) were in disagreement that were allowed to challenge themselves at work and the autonomy offered by FMCG motivates them to achieve set goals.

Table 4.73: I am allowed to challenge myself in my work and this autonomy motivates me to achieve set goals (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am allowed to challenge myself in my work and this autonomy motivates me to achieve set goals.	Strongly Disagree	2	1,6	3.98	0.759
	Disagree	3	2,4		
	Neutral	16	12,9		
	Agree	78	62,9		
	Strongly Agree	25	20,2		
	Total	124	100,0		

4.7.7.2 I Am Involved In Decision- Making In My Job, Which Motivates Me To Reach Agreed Targets (N=124)

Table 4.74 below shows significant agreement with the respondents confirming that they were involved in decision-making in their job which motivates them to reach agreed targets, with results yielding a mean value of $M=3.97$ and standard deviation of $SD=0.754$. Sakr, Zotti and Khaddage-Soboh (2019: 1318) note that by including employees to take part in decision making, the organizations acknowledge the importance of their employees. In this regard, employees will instinctively develop commitments to the structural objectives when they are designed and participate in accomplishing them by presenting response and making decisions that influence success. Hence, it can be assumed that respondents perceived that employees involving in decision-making pertaining their job motivates me to reach agreed targets the FMCG company. This was also supported by the number of respondents who agreed that involving in decision-making motivates them to reach agreed targets.

The majority 80.7% of the respondents (agree = 59.7%, strongly agree = 21.0%), agreed that involving in decision-making motivates them to reach agreed targets, while 15.3% were neutral and some (strongly disagree = 0.8%, disagree = 3.2%) disagreed involving in decision-making which motivates them to reach agreed targets.

Table 4.74: I am involved in decision- making in my job, which motivates me to reach agreed targets (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am involved in decision-making in my job, which motivates me to reach agreed targets.	Strongly Disagree	1	,8	3.97	0.754
	Disagree	4	3,2		
	Neutral	19	15,3		
	Agree	74	59,7		
	Strongly Agree	26	21,0		
	Total	124	100,0		

4.7.7.3 All Team Members Are Included In Departmental Meetings, And Everyone Is Treated Equally (N=124)

Table 4.75 below indicates significant agreement that the respondents perceived that all team members are included in departmental meetings, and everyone is treated equally, with results yielding a mean value of $M=3.86$ and a standard deviation $SD=0.830$. These findings are consistent with Reeves, Xyrichis and Zwarenstein (2018: 2) that teamwork is significant because it permits members to contribute thoughts and carryout duties together. Working together reduces pressure on each teammate thus enabling them to be methodical when executing responsibilities. Akunda *et al.* (2018: 8) mentions that that inclusion and fair treatment of all employees is an important quality of any organization to attract talent and keep talent within. Employees feel valuable and therefore motivated to work harder. This enables the team to promptly realize the targeted goals. Hence, it can be assumed that respondents perceived that all team members are included in departmental meetings, and everyone is treated equally at the FMCG company. This was also supported by the number of respondents who agreed that all team members are included in departmental meetings, and everyone is treated equally. The majority 79% of the respondents (agree = 62.1%, strongly agree = 16.9%), were in agreement that all team members are included in departmental meetings, and everyone is treated equally, while 12.9% were neutral and some (strongly disagree = 1.6%, disagree = 6.5%) were in disagreement that all team members are included in departmental meetings, and everyone is treated equally.

Table 4.75: All team members are included in departmental meetings, and everyone is treated equally (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
All team members are included in departmental meetings, and everyone is treated equally.	Strongly Disagree	2	1,6	3.86	0.830
	Disagree	8	6,5		
	Neutral	16	12,9		
	Agree	77	62,1		
	Strongly Agree	21	16,9		
	Total	124	100,0		

4.7.7.4 Employees Freely Participate In Change Forums Such As The Employment Equity Committee (N=124)

Table 4.76 below reveals that there was significant agreement in that the respondents perceived employees freely participate in change forums such as the employment equity committee, with a mean value of $M=3.77$ and standard deviation of $SD=0.863$. Ojasalo and Tahtinen (2016:34-48) mention that employees should be encouraged to participate in such forums to promote inclusion and change in the organization. When employees become part of these processes, they can influence others with their newly acquired knowledge and assume responsibility to ensure that certain related targets are met.

The advantages of employee participation are apparent and well-value exertion. According to Zhou *et al.* (2019: 253), this includes improved communications, reduced pressure, higher productivity, and better-quality products. When employees freely participate in change forums, they create an environment where queries can easily be replied to without restrictions. It can be assumed that employees freely participate in change forums such as the employment equity committee at the FMCG company. This is also supported by the number of respondents who agreed that employees freely participate in change forums at the FMCG company. Most of the respondents, 71.7% (agree = 55.6%, strongly agree = 16.1%), were in agreement that that employees freely participate in change forums at the FMCG company (strongly disagree = 1.6%, disagree = 7.3%) were in disagreement that employees freely participate in change forums at the FMCG company. Thus, employees feel important, and they are motivated by such freedom of association to these engagements. Therefore, it has been found that employees of the FMCG Company believe that they are free to participate in change forums and this positively impacts employee motivation.

Table 4.76: Employees freely participate in change forums such as the employment equity committee (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Employees freely participate in change forums such as the employment equity committee.	Strongly Disagree	2	1,6	3.77	0.863
	Disagree	9	7,3		
	Neutral	24	19,4		
	Agree	69	55,6		
	Strongly Agree	20	16,1		
	Total	124	100,0		

- To summarize the findings above, it is imperative to note that the respondents value opportunities for participation within the organization and are of the opinion that such opportunities are provided fairly by their employer. This is validated by the overall mean (3.90) which suggests that respondents agreed with the statements. The standard deviation (0.668) suggests that most respondents had similar views on the statement and therefore similar responses.

This is supported by a study conducted by Esmaeilpour and Nouri (2018) who found that organizations must motivate their employees by showing them that their opinions, suggestions, and contributions are valued, and they their voices are heard when making decisions within the company. Akkerman *et al.* (2015) agrees that employee participation is positively linked to employee motivation in that employees feel motivated when they are included in key decision making and when they are valued, thus employee participation is imperative to ensure organizational success as it not only boosts employee motivation but also increase employee job satisfaction and engagement.

Table 4.77: Overall mean and Standard deviation of Employee Participation (N=124)

	Score
Mean	3.90
Standard Deviation	0.668

4.7.8 Working Environment

This section sought to discover the extent to which employees perceive their working environment to be a motivating factor in their employment with the FMCG Company. The results of which are narrated and discussed below.

4.7.8.1 The Company Has Strict Policies On Health And Safety Which Ensure The Well-Being Of All Employees (N=124)

Table 4.78 below indicates significant agreement that the respondents perceived that the company has strict policies on health and safety which ensures the well-being of all employees, with results yielding a mean value of $M=4.26$, standard deviation ($SD=0.720$).

The prime purpose of a health and safety policy in an organization as stated in the findings of Haga, Huhtamäki and Sundvik (2022: 643) is to avert or alleviate work-related mishaps, occupational disorders and even death of employees. These policies are also present to ensure that the organization meets legislative requirements that govern the safety of employees, failure of these may result in legal consequences faced by the employer.

Clarke, and Cooper (2019) mention that employees must feel safe whilst performing their tasks knowing that their safety is paramount to the employer. This sense of safety increase employee motivation as they perform their duties with peace of mind. Therefore, the results highlighted that several respondents agreed that the FMCG company has strict policies on health and safety which ensure the well-being of all employees. This is also supported by the number of respondents who agreed that policies on health and safety ensure the well-being of all employees at the FMCG company. Most respondents, 91.1% (agree = 53.2%, strongly agree = 37.9%), were in agreement that policies on health and safety ensure the well-being of all employees, while 6.5% were neutral and some (strongly disagree = 0.8%, disagree = 1.6%) were in disagreement that FMCG policies on health and safety ensure the well-being of all employees.

Table 4.78: The company has strict policies on health and safety which ensure the well-being of all employees (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
The company has strict policies on health and safety which ensure the well-being of all employees.	Strongly Disagree	1	0,8	4.26	0.720
	Disagree	2	1,6		
	Neutral	8	6,5		
	Agree	66	53,2		
	Strongly Agree	47	37,9		
	Total	124	100		

4.7.8.2 I Am Satisfied That Management Has Created A Work Environment That Is Free From Discrimination, Bullying, And Other Forms Of Harassment (N=124)

Table 4.79 below reflects significant agreement that the respondents perceived the satisfaction that management has created a work environment that is free from discrimination, bullying, and other forms of harassment, with a mean value of M=4.10 and standard deviation of SD=0.859.

Work environments according to Kimemia (2015: 29) should be exempted from bullying, discrimination harassment and other inappropriate behavior and other conduct that can make workers feel un easy. It is the employer's duty to ensure that workers are safe. Creating a constructive workplace value that can promote respect, diversity and inclusion is a vital part of this. Schat and Kelloway (2018) mention that other research has showed that discrimination and all other forms of harassment have a negative impact of the employee's wellbeing, both physical and mental health. It also affects employee morale and productivity is reduced. A workplace that is free from discrimination and bullying is far more likely to attract talented job seekers who share the same values. Results highlighted in Table 4.80 below, show that several respondents agreed that the management of the FMCG company has satisfactorily created a work environment that is free from discrimination, bullying, and other forms of harassment.

This is also supported by the number of respondents who agreed that management of the FMCG company has created a work environment that is free from discrimination, bullying, and other forms of harassment. Most respondents, 83.1% (agree = 49.2%, strongly agree = 33.9%), were in agreement that management of the FMCG company has created a work environment that is free from discrimination, bullying, and other forms of harassment, while 10.5% were neutral and some (strongly disagree = 0.8%, disagree = 5.6%) were in disagreement.

Table 4.79: I am satisfied that management has created a work environment that is free from discrimination, bullying, and other forms of harassment (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am satisfied that management has created a work environment that is free from discrimination, bullying, and other forms of harassment.	Strongly Disagree	1	0,8	4.10	0.859
	Disagree	7	5,6		
	Neutral	13	10,5		
	Agree	61	49,2		
	Strongly Agree	42	33,9		
	Total	124	100		

4.7.8.3 Management Adopts An Open-Door Policy To Ensure Clear Communication (N=124)

Table 4.80 below reflects that there was significant agreement in that the respondents perceived that management adopts an open-door policy to ensure clear communication, with a mean value of M=4.14 and a standard deviation of SD=0.830.

An open-door policy indicates each leader's door open to all the employees (Kolawole and Ayodele, 2017: 136). The aim is to promote open communication, feedback, and dialogue on any topic of importance to an employee. Employees might take their workplace matters, issues, or advice beyond their chain of command without having to fear.

Establishing a policy of open-door can support the industry to boost and sustain employee confidence and decrease worker's turnover. Hence, it can be established that the management of the FMCG company adopts an open-door policy to ensure clear communication. This is also supported by the number of respondents who agreed that open-door policy was initiated in the FMCG company to ensure clear communication. Most of the respondents, 83.9% (agree = 48.4%, strongly agree = 35.5%), were in agreement the management of the FMCG company adopts an open-door policy to ensure clear communication, while 11.3% were neutral and a few (strongly disagree = 0.8%, disagree = 4.0%) were in disagreement.

Table 4.80: Management adopts an open-door policy to ensure clear communication (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Management adopts an open-door policy to ensure clear communication.	Strongly Disagree	1	0,8	4.14	0.830
	Disagree	5	4,0		
	Neutral	14	11,3		
	Agree	60	48,4		
	Strongly Agree	44	35,5		
	Total	124	100		

4.7.8.4 Employees At This Company Feel Safe Because Of The Security Measures In Place (N=124)

Table 4.81 below reflects that there was significant agreement in that the respondents perceived that employees at FMCG company feel safe because of the security measures in place, with a mean value of $M=4.18$ and standard deviation of $SD=0.699$. A healthy and safe workplace do not simply safeguard workers from harm and disease, it also may reduce sickness costs, diminish truancy and turnover, enhance performance and excellence, and boost employee confidence (Morgado, Silva and Fonseca, 2019: 755). In other terms, safety is paramount for a business to exist. When workers feel safe in an organization, they use their strength in constructive ways. They worry less about themselves and where they stand. Effect of this liberates them to do what was in the interests of their company and group where they belong (Jule, 2020: 361). It can therefore be assumed that the FMCG company cares about the safety and security of their employees. This is also supported by the number of respondents who agreed that employees at this FMCG company feel safe because of the security measures in place. Many of the respondents, 87.6 % (agree = 54.8%, strongly agree = 32.3%), were in agreement that employees at this company feel safe because of the security measures in place, while 12.1% were neutral and some (strongly disagree = 0.8%) were in disagreement.

Table 4.81: Employees at this company feel safe because of the security measures in place (N=124)

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
Employees at this company feel safe because of the security measures in place.	Strongly Disagree	1	0,8	4.18	0.699
	Disagree	—	—		
	Neutral	15	12,1		
	Agree	68	54,8		
	Strongly Agree	40	32,3		
	Total	124	100		

- In summary of the above results, based on the overall mean (3.90) and standard deviation (0.668), most respondents tend to agree with the statements about their Working Environment, as shown below in Figure 4.82. The respondents have a positive perception of the working environment provided by their employer. A positive working environment has been found to be a critical factor in enhancing employee motivation. Some studies have found that employees who perceive their work environment to be positive, tend to be more motivated, have higher job satisfaction, have a better well-being and are more productive. Thus, a positive work environment can lead to increased levels of employee motivation, engagement, and performance (Khatri and Budhwar, 2018).

Table 4.82: Overall mean and Standard deviation of Working Environment (N=124)

	Score
Mean	4.17
Standard Deviation	0.668

4.8 DIFFERENCES AMONG BIOGRAPHICAL GROUPS

The section sought to address the fifth research objective which was to investigate whether FMCG employees differing in biographical profiles such as age, race, gender and education qualification, differ on the perceived role of talent retention on employee motivation. To assess the differences between the biographical groups, the T-test and the Anova inferential statistical methods were used.

4.8.1 T-test

Before evaluating the distinction between variables, the data must meet the assumption of equal variances. With that in mind, Pallant (2010: 241) suggests the use of Levene's test for equality of variances to assess whether the variation in scores for the two groups are the same. The evaluation of the variance is based on the p-value (sig.); if Levene's test p-value is > 0.05, equal variances are assumed and if the p-value < 0.05, equal variances are not assumed.

- **Relationship between talent retention and gender**

The Independent T-test was conducted to compare the means of talent retention between male and female respondents. Table 4.83 below presents male and female respondents' talent retention mean and standard deviation. The results indicate that female respondents highly perceive ($M=4.15$) talent retention compared to their male counterparts ($M=3.78$). A deeper analysis is therefore needed to determine whether this difference in mean scores is statistically significant or not. Thus, an independent sample t-test is required to address this concern.

Table 4.83: Group Statistics (N=124)

		N	Mean	Std. Deviation
Talent retention	Female	18	4,15	0,286
	Male	106	3,78	0,666

Before testing the mean difference, Levene's test for equality of variance was conducted to ascertain whether the variance of scores for the two groups is the same. The Levene's test in Table 4.84 below indicates that the equal variance is not assumed because the p-value (0.003) is less than 0.05. Therefore, the information on the second row (Equal variances are not assumed) will be considered. The second portion of Table 4.85 below, (t-test for equality of means) provides details on the t-test. The table reveals a statistically significant difference in employee perceptions of the company's talent retention strategies between males and females ($p<0.05$, $t= 3,989$, $\Delta \text{Mean}= 0,3724$). Eagly, and Carli (2020) found that the difference in opinion between males and females is that women are not properly represented in key senior management positions, which can create a perception that women are not given the same opportunities as their male counterparts. Other authors have found inherently males are favored over females when it comes to promotions, pay raises, and level of autonomy. This results in females becoming disengaged and less motivated. Hewlett, Luce, and Westfall (2019) found that as women are more susceptible to work-life balance challenges, organizations must create and adapt policies that allow flexibility to work schedules, paid time off and family responsibility leave and support female employee needs.

In the absence of such measures, organizations can be seen as ignoring the needs of female's employees, and a lack of support to women's career growth and thus face loosing talented employees. It is thus noted that the perception between males and females about the company's talent retention strategies can differ due to factors such as lack of diversity and inclusion policies and practices (Eagly and Carli, 2020).

Table 4.84: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Talent retention	Equal variances assumed	8,941	0,003	2,330	122	0,021	0,3724	0,1598	0,0561	0,6888
	Equal variances not assumed			3,989	55,227	0,000	0,3724	0,0934	0,1853	0,5596

4.9 ANOVA

A one-way between groups ANOVA was conducted to compare talent retention across age, race, and educational qualifications. There are three tables of interest; the descriptive Table 4.85 below, the ANOVA Table 4.86 below, and the post hoc Table 4.87 below. The ANOVA Table 4.86 below, indicates the statistical significance between the groups. The significant difference is determined by the P-value, which is expected to be below 0.05, suggesting a mean difference. The Post-hoc table should be analyzed when the ANOVA shows a significant result. The Post hoc Table 4.87 assesses the mean difference within the groups. The Tukey test was used in this ANOVA.

The results in Table 4.85 below indicate the mean score difference of employee perceptions of the company's talent retention strategies differs across age groups. Furthermore, Table 4.86 below shows a statistically significant difference in employee perceptions of the company's talent retention strategies amongst age groups (p-value < .05).

As shown in Table 4.87 below, employee perceptions of the company's talent retention strategies are statistically significant between respondents aged 51 and above and 41 to 50-year-old respondents. This result implies that the perception of the company's talent retention amongst respondents aged 51 and above and 41 to 50-year-old respondents is significantly different.

Many studies have found that older employees usually have longer years of service and have experienced the company's talent retention strategies in its evolving forms and has seen its benefits over the years as compared to younger employees with fewer years of service who may not have a sound understanding of these strategies yet (Kunze, *et al.*, 2019). Likewise, Huang, Lee, and Liu (2021) agree that the age of employees and their needs at a specific age differs.

Older employees may place more importance on retirement benefits, medical insurance, and job security, while younger employees place emphasis on career development, career growth opportunities, and flexible work schedules. Moreover, Lambert, Hogan, and Barton (2021) found that older employees are usually not technologically advance and may prefer communication about the company's retention strategy in print form or formal face-to-face meetings, whereas younger employees may prefer informative sessions over online meeting platforms. It is thus important for organizations to ensure that their talent retention strategies do not follow a one size fits all approach, and should cater for all ages and preferences, this will ensure that experienced employees are retained and talented individuals are attracted (Kunze, Boehm and Bruch, 2019).

Table 4.85: Descriptive (Relationship between talent retention and age)

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
21-30 years	20	3,84737	0,63409	0,14179	3,5506	4,1441	2,21053	5
31-40 years	45	3,83041	0,55506	0,08274	3,6637	3,9972	2,15789	5
41-50 years	32	3,61184	0,74129	0,13104	3,3446	3,8791	1,63158	5
51 and above	27	4,10526	0,5646	0,10866	3,8819	4,3286	2,57895	5
Total	124	3,83659	0,63814	0,05731	3,7232	3,95	1,63158	5

Table 4.86: ANOVA

Talent retention					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3,569	3	1,18981	3,06926	0,0305
Within Groups	46,518	120	0,38765		
Total	50,088	123			

Table 4.87: Multiple Comparisons

Dependent Variable:		Talent retention				
Tukey HSD						
(I) Please indicate your age category.		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
21-30 years	31-40 years	0,017	0,167	1,000	-0,419	0,453
	41-50 years	0,236	0,177	0,548	-0,227	0,698
	51 and above	-0,258	0,184	0,499	-0,737	0,221
31-40 years	21-30 years	-0,017	0,167	1,000	-0,453	0,419
	41-50 years	0,219	0,144	0,430	-0,157	0,594
	51 and above	-0,275	0,152	0,272	-0,670	0,120
41-50 years	21-30 years	-0,236	0,177	0,548	-0,698	0,227
	31-40 years	-0,219	0,144	0,430	-0,594	0,157
	51 and above	-.493*	0,163	0,016	-0,917	-0,070
51 and above	21-30 years	0,258	0,184	0,499	-0,221	0,737
	31-40 years	0,275	0,152	0,272	-0,120	0,670
	41-50 years	.493*	0,163	0,016	0,070	0,917
*The mean difference is significant at the 0.05 level.						

The following results presented in Table 4.88 below indicate that the mean score difference of employee perceptions of the company's talent retention strategies differ across race groups. However, Table 4.89 below shows that the difference is non-significant ($p\text{-value} > .05$). This implies that employees' perceptions of the company's talent retention strategies are the same across race groups.

Foulk, Woolum, Erez, and Kaplan (2019) found that that companies who develop fair and unbiased talent retention strategies, who include all employees and promotes diversity, and where all employees feel valued, respected, and included, have employees who perceive these strategies the same regardless of race. Zhang, Han, Yang, and Xie (2020) agrees that organizations must first promote inclusiveness and remove bias in promotional and career advancement opportunities to ensure that all employees perceive talent retention strategies in the same way. This is testament to the organization being one that celebrates its diversity which is very attractive to potential talent and as well motivates employees.

Table 4.88: Descriptive of (Relationship between talent retention and race)

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Black	69	3,751	0,668	0,080	3,591	3,912	1,632	5,0
White	14	4,034	0,388	0,104	3,810	4,258	3,263	5,0
Coloured	2	4,211	0,595	0,421	-1,139	9,561	3,789	4,6
Indian	39	3,897	0,649	0,104	3,687	4,108	2,579	5,0
Total	124	3,837	0,638	0,057	3,723	3,950	1,632	5,0

Table 4.89: ANOVA

Talent retention					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1,470242	3	0,490	1,210	0,309
Within Groups	48,6174	120	0,405		
Total	50,08764	123			

The results presented in Table 4.90 below indicate that the mean score difference of employee perceptions of the company's talent retention strategies differ across education. However, Table 4.91 below suggests a non-significant difference in the perception of employees regarding the company's talent retention strategies across different levels of education ($p\text{-value} > .05$), meaning that the perception of the company's talent retention amongst the different levels of education is the same.

Kunze, et al. (2019) mention that studies have found that employees with various educational levels may perceive talent retention differently as the more educated have more opportunities for development as well as expect remuneration hikes as compared to those who may not be on the same educational level. The contrary is also prevalent in this study, which was also found by Kunze and Boehm (2019) where all employees regardless of educational level experience talent retention strategies in the same way.

Similarly, this is testament to the organizations ability to develop their talent and retention policies based on including all employees despite their educational level, have the same opportunities to be trained and developed, they are given the same support in respect of career progression and obtaining higher qualification and skills, and most importantly employees feel that these practices are fairly and consistently applied to all (Trivellas, Reklitis, and Platis, 2019).

Table 4.90: Descriptive of (Relationship between talent retention and education)

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Grade 12	79	3,806	0,649	0,073	3,661	3,952	1,632	5
Diploma	15	3,846	0,515	0,133	3,560	4,131	3,105	5
Bachelor's Degree	6	4,430	0,492	0,201	3,914	4,946	3,842	5
Master's Degree	1	4,000					4,000	4
Other	23	3,773	0,674	0,141	3,482	4,065	2,053	5
Total	124	3,837	0,638	0,057	3,723	3,950	1,632	5

Table 4.91: ANOVA

Talent retention					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2,304	4	0,576	1,435	0,227
Within Groups	47,783	119	0,402		
Total	50,088	123			

4.10 EXPLORATORY FACTOR ANALYSIS

The purpose of factor analysis is to reduce a significant number of variables into a smaller set of variables; this enables the researcher to assess the structure of the variables according to the theory (Pallant, 2010:96).

The exploratory factor analysis (EFA) was performed to test both the structure and the convergent validity of the four constructs involved in the study (employee motivation, employee perceptions of the company's talent retention strategies, rewards and recognition benefits, training and development, and career advancement opportunities, work-life balance, career advancement opportunities, performance management, employee participation, and working environment). Moreover, it also allowed the researcher to empirically assess the validity of the scales used.

The Kaiser – Meyer – Olkin (KMO Table 4.92) measure was calculated to ensure that the sample is adequate for factor analysis. According to Table 4.92, the suitability of the data is supported because the KMO value (0.869) is above the threshold of 0.6; and Bartlett's Test of Sphericity is significant ($p < 0.05$) (Pallant, 2010:199).

Table 4.92: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,869
Bartlett's Test of Sphericity	Approx. Chi-Square	9 264,726
	Df	2 080,000
	Sig.	0.000

The principal component with orthogonal rotation (Varimax) was used as the extraction method. This method was selected because it essentially captures the components with high eigenvalues and organises them by order of importance. Table 4.93 below provides details regarding the contribution of each factor to the total variance.

Principal component analysis reveals the presence of ten (10) factors with eigenvalues exceeding 1. According to Table 4.93, component number 1 has the highest eigenvalue (30.680), which corresponds to 47.2% of the total variance, while the last component has an eigenvalue of 1.069, representing 1.65% of the total variance.

Table 4.93: Total Variance Explained

Component	Initial Eigenvalues		
	Total	% Of Variance	Cumulative %
1	30,680	47,200	47,200
2	4,498	6,921	54,121
3	3,209	4,938	59,058
4	2,746	4,225	63,284
5	2,185	3,361	66,645
6	1,749	2,691	69,335
7	1,544	2,376	71,711
8	1,145	1,762	73,474
9	1,127	1,733	75,207
10	1,069	1,645	76,852

Table 4.94 below provides details on the items associated with each component. The number of factors per component was concluded based on the factor loadings and the number of items. Pallant (2010:194) suggests that two elements of importance must be considered when making a conclusion on factors: (1) factor loadings should be above .3, and (2) a component must have at least three items. According to the results, only one condition is supported because Performance Management and Working Environment only have two items in components 2 and 3 and 3 and 6, respectively.

Based on the EFA results, the study identifies ten constructs: Employee Motivation, Employee Perception, Compensation and Benefits, Rewards and Recognition, Training and Development, Work-Life Balance, Career Advancement Opportunities, Performance Management, Employee participation, and Working Environment. As shown in Table 30 for instance, all the items (FACTOR) about Compensation and Benefits and Rewards and Recognition load in component 1; therefore, component 1 was named accordingly.

All items regarding Training and Development and Career Advancement Opportunities load in component 2; therefore, component 2 was named accordingly. All items on Employee participation load in component 3; therefore, component 3 will be named likewise. All items about Work-Life Balance load in component 7; therefore, component 7 was named accordingly.

Items relating to Employee Motivation load in components 5 and 6 but load better in component 5. Therefore, component 5 will be named likewise. Items about Employee Perception load in components 2, 3, 4, and 8 but load better in component 4. Therefore, component 4 will be named likewise.

The exploratory factor analysis results indicate ten components, while the conceptual model indicates ten constructs, which means that the results of the rotated component matrix are consistent with the structure of the conceptual model. The Rotated component matrix can be found in **Appendix A**.

4.10 RELIABILITY OF CONSTRUCTS

Reliability is the extent to which the measurement of a phenomenon provides stable and consistent results (Taherdoost, 2016). The reliability analysis was conducted on the following constructs (Employee Motivation, Employee Perception, Compensation and Benefits Rewards and Recognition, Training and Development, Work-Life Balance, Career advancement opportunities, Performance Management, Employee participation, and Working Environment). The cut-off value of the Cronbach's alpha is 0.7 (Hair *et al.*, 2014) although 0.6 is sometimes acceptable (Arora, Sinha, Malhotra, and Ranjan, 2017).

The results in Table 4.94 below demonstrate that all the constructs are internally consistent in their measurement because Cronbach's Alpha values are above 0.7.

Table 4.94: Reliability of constructs

Constructs	Items	Corrected item-total correlation	Cronbach's alpha	Final number of items and (initial)
Employee Motivation	EMOT1	0,799	0,910	7(13)
	EMOT2	0,764		
	EMOT3	0,746		
	EMOT4	0,819		
	EMOT5	0,670		
	EMOT6	0,720		
	EMOT9	0,603		
Employee Perception	EPERC1	0,799	0,934	8(19)
	EPERC2	0,840		
	EPERC3	0,788		
	EPERC4	0,726		
	EPERC5	0,771		
	EPERC6	0,759		
	EPERC7	0,801		
	EPERC12	0,701		
Compensation and Benefits	COBEN1	0,845	0,932	6(6)
	COBEN2	0,854		
	COBEN3	0,816		
	COBEN4	0,782		
	COBEN5	0,794		
	COBEN6	0,718		
Rewards and Recognition	RERECO1	0,874	0,936	4(4)

	RERECO2	0,862		
	RERECO3	0,867		
	RERECO4	0,811		
Training and Development	TRDEV1	0,843	0,937	5(5)
	TRDEV2	0,821		
	TRDEV3	0,848		
	TRDEV4	0,862		
	TRDEV5	0,787		
Work-Life Balance	WLB1	0,679	0,835	3(3)
	WLB2	0,698		
	WLB3	0,710		
Career advancement opportunities	CAO1	0,846	0,891	3(3)
	CAO2	0,832		
	CAO3	0,692		
Performance Management	PMAN1	0,794	0,911	4(4)
	PMAN2	0,855		
	PMAN3	0,842		
	PMAN4	0,737		
Employee participation	EMPARC1	0,737	0,876	4(4)
	EMPARC2	0,733		
	EMPARC3	0,789		
	EMPARC4	0,682		
Working Environment	WENV1	0,704	0,878	4(4)
	WENV2	0,811		
	WENV3	0,820		
	WENV4	0,632		

4.11 STANDARD MULTIPLE REGRESSION

This statistical approach was adopted because the model's dependent variable is continuous (Pallant, 2010). The objective of multiple regression is to use the independent variables whose values are known to predict the value of the single dependent value. Two assumptions are considered before conducting the multiple regression test: normality and multicollinearity.

- **Normality**

A normality test was conducted to confirm if the data is normally distributed. As Kline (2015) recommended, the indicators' skewness and kurtosis values should be below ± 3 and ± 10 , respectively. Therefore, Table 4.96 below indicate that the assumption of univariate normality was met because the skewness and kurtosis of the construct's values fall within Kline's (2015) recommended threshold.

Table 4.95: Normality

	Skewness	Kurtosis
Employee Motivation	-2,306	9,821
Employee Perception	-0,910	1,325
Compensation and Benefits	-0,307	-0,749
Rewards and Recognition	-0,614	-0,494
Training and Development	-1,357	3,001
Work-Life Balance	-0,825	0,939
Career advancement opportunities	-1,026	1,549
Performance Management	-0,830	1,520
Employee participation	-1,106	2,957
Working Environment	-1,077	3,136

- **Assumption of multicollinearity**

Multicollinearity assessment was conducted to assess if there is a high correlation between independent variables (Compensation and Benefits, Rewards and Recognition, Training and Development, and Career advancement opportunities). Multicollinearity is assessed by examining the Tolerance and Variance Inflation Factor (VIF). The Tolerance value is expected to be above 0.1, and the value of VIF is expected to be below 10 (Pallant, 2010). The results as presented in Table 4.96 below show no multicollinearity issue because the values meet the required threshold. Based on these results, it is evident that a significant affiliation exists between the variables as stated above. This is also supported by a study done by Smith and Jones (2019) who discovered the strong affiliation between Compensation and Benefits, Rewards and Recognition, Training and Development, and Career advancement opportunities. This indicates that those organizations who offer competitive compensation and benefits are more than likely to offer opportunities for training and development, career progression and recognize their employees' efforts.

This correlation thus implies that those employees who receive good compensation and benefits are usually satisfied with their jobs and are motivated to work well and remain with the organization. It is also imperative to note that correlation doesn't always imply connection between these variables. Other factors such as job satisfaction may also contribute to the relationship between these variables.

Thus, the valuable take-away here is that when employers take time to empower their employees through training, career advancement and recognition it can very well result in high employee engagement, job satisfaction and talent retention (Kim *et al.*, 2018: 945).

Table 4.96: Collinearity Statistics

	Tolerance	VIF
Rewards and Recognition	0,258	3,880
Compensation and Benefits	0,204	4,911
Training and Development	0,303	3,305
Career advancement opportunities	0,311	3,210

4.11.1 Correlation Analysis

The correlation test was conducted to ascertain the relationships between the constructs (Employee Motivation, Employee Perception, Compensation and Benefits, Rewards and Recognition, Training and Development, Work-Life Balance, Career Advancement Opportunities, Performance Management, Employee participation, and Working Environment). The significance of the relationship between variables is determined by the p-value below 0.05. Meaning that all the variables with the p-value less than 0.05 have a significant relationship. Values with (**), and (*) indicate a significant relationship between the constructs at 95 or 99 confidence intervals. The results in Table 4.97 below indicate a positive and significant correlation between all the constructs. For instance, there is a significant correlation between Employee Perception and motivation ($r = 0.393^{**}$; $p < 0.001$). These results were supported by a study done by Saks (2019) who found that when employees perceive that their employer values them and invests in their wellbeing, personal and professional development that they are more motivated, engaged and committed.

Likewise, Yoon and Thye (2018) found that there is significant correlation between the talent retention strategies such as compensation and benefits, training and development, and performance management and employee perception which influences commitment among employees. Bashir and Ramay (2019) affirm that the organization is also affected by productivity, efficiencies, and viability through the correlation of said variables. Thus, it can be concluded that employees' behaviours, perceptions, work ethic, loyalty towards the organization, employee engagement and motivation are linked to talent retention strategies such as compensation and benefits, rewards and recognition, training and development, work-life balance, career advancement opportunities, performance management, employee participation, and working environment (Shipton, Sanders, Atkinson, Frenkel and Özbilgin, 2019).

Table 4.97: Correlation

		Comp. and Benef	Rewa and Recog	Train and Devel	Work- Life bal	Career advanc opport	Perform Manage	Empl partic	Work Environ	Empl Motiv	Empl Percep
Comp. and Benef	r	1									
	p										
Rewa and Recog	r	.861**	1								
	p	0,000									
Train and Devel	r	.671**	.577**	1							
	p	0,000	0,000								
Work- Life bal	r	.651**	.552**	.573**	1						
	p	0,000	0,000	0,000							
Career advanc opport	r	.658**	.547**	.815**	.707**	1					
	p	0,000	0,000	0,000	0,000						
Perform Manage	r	.686**	.622**	.784**	.659**	.789**	1				
	p	0,000	0,000	0,000	0,000	0,000					
Empl partic	r	.632**	.554**	.692**	.612**	.684**	.810**	1			
	p	0,000	0,000	0,000	0,000	0,000	0,000				
Work Environ	r	.510**	.459**	.651**	.610**	.649**	.732**	.770**	1		
	p	0,000	0,000	0,000	0,000	0,000	0,000	0,000			
Empl Motiv	r	.535**	.446**	.512**	.455**	.467**	.465**	.501**	.541**	1	
	p	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000		
Empl Percep	r	.623**	.539**	.669**	.533**	.697**	.680**	.563**	.483**	.393**	1
	p	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	
**. Correlation is significant at the 0.01 level (2-tailed). r = Pearson Correlation, p = p-value											

4.11.2 Model Evaluation

A standard multiple-linear regression test was conducted to evaluate the impact of the predictors "Compensation and Benefits, Rewards and Recognition, Training and Development, and Career advancement opportunities" on the dependent variable (Employee Motivation).

According to the results in Tables 4.98 and 4.99, the coefficient of multiple determination, $R^2 = 0.330$, indicates a moderate effect on the dependent variable by the predictor variables, implying that the predictor variables explain only about 33% of the variance of Employee Motivation. However, the p-value is below 0.05, which means that the predictor variables (Rewards and Recognition, Compensation and Benefits Training and Development, and Career Advancement Opportunities) significantly predict the response variable, Employee Motivation ($F = 14.644$; $p < 0.05$).

Table 4.98: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,574 ^a	0,330	0,307	0,515
a. Predictors: (Constant), Compensation and Benefits, Rewards and Recognition, Training and Development, Career Advancement Opportunities.				

Table 4.99: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15,524	4	3,881	14,644	0,000 ^b
	Residual	31,536	119	0,265		
	Total	47,060	123			
a. Dependent Variable: Employee Motivation						
b. Predictors: (Constant), Compensation and Benefits, Rewards and Recognition, Training and Development, Career Advancement Opportunities.						

4.11.3 Co-efficient

The results in Table 4.100 below indicate the predictive effects of Talent Retention Strategies on Employee Motivation. This relates to the research objective to assess if talent retention strategies such as compensation and benefits, rewards and recognition, training and development, work-life balance, career advancements opportunities, performance management, employee participation, and work environment influence employee motivation.

Table 4.100: Coefficients

	Model	Standardized Coefficients	t-value	P-value
		Beta		
1	(Constant)		10,825	0,000
	Rewards and Recognition	-0,054	-0,362	0,718
	Compensation and Benefits	0,387	2,330	0,022
	Training and Development	0,258	1,891	0,061
	Career Advancement Opportunities	0,031	0,230	0,818

4.12 CONFIRMATORY FACTOR ANALYSIS

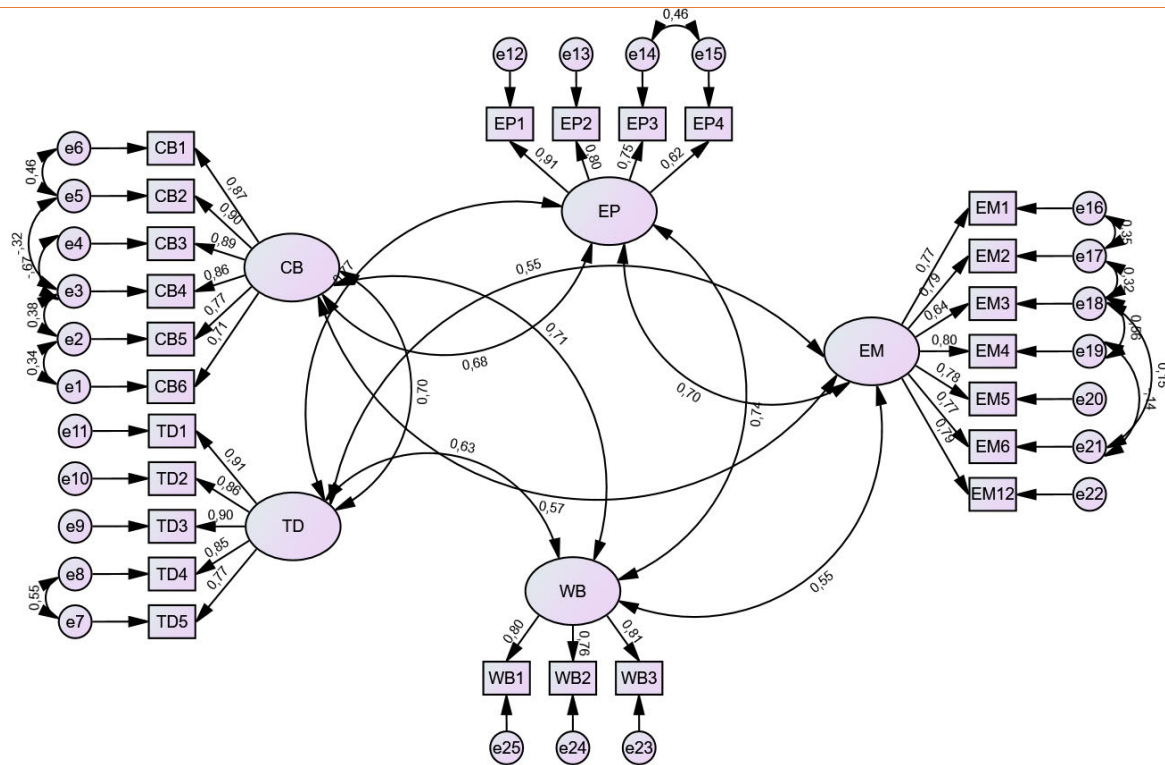
The conceptual framework presented in Figure 2.8, also referred to as the measurement model (MM), was evaluated. To highlight the purpose of running this test, confirmatory factor analysis (CFA) was used. This statistical technique aligns with Al-Qeisi (2009) who stated that confirmatory factor analysis (CFA) can be used to assess a measurement model (MM). The purpose of confirmatory factor analysis is to determine the validation of the variables withing the measurement model (MM). This assists the researcher to identify the main components of a multifaceted construct and ensures that the measuring elements are measuring what they intend to measure (HairJr, Black, Babin and Anderson, 2019). Multivariate data analysis. Pearson. Thus, the CFA has a few advantages as it allows the researcher to assess the fit of a proposed measurement model (MM) to data which ensures that the measurement items and reliable and valid. The CFA technique will also assist with identifying which items do not contribute to the measurement of a specific construct, this allows the researcher to polish the gauges and improve the measurement accuracy (Cai and Thissen, 2019).

The measurement model (MM) was assessed by inputting all the linked variables shown in Figure 4.9 below. The CFA generated a visual representation of the measurement model (MM) with rectangular figures representing measured variables and oval figures representing latent variables. The connections between the variables were depicted with double-headed connectors for covariance and single-headed connectors for causality.

In the process of the measurement model (MM) assessment, confirmatory factor analysis (CFA) was used to determine the fit of the model, thereafter adjustments were made to improve the fit. If the model fit met the standards, reliability and validity measures were calculated for the measurement model (MM) constructs.

In this study, improvements to the MM were made by removing some items from the measured constructs. It was worth noting here that constructs such as reward and recognition, career advancement opportunities, and work environment were removed from the MM, this was due to the inability of these constructs to fit with model. The following sections describe the considerations taken during the CFA model assessment, including model fit measures, reliability, and validity.

Figure 4. 9: Confirmatory factor analysis



$\chi^2 = 454.484$, $df = 253$, $p < .001$, $\chi^2 / df = 1.796$, CFI = 0.925, IFI = 0.926, TLI=0.911, RMSEA = 0.080

4.12.1 Model Fit Indices

The assessment of the conceptual framework presented in Figure 2.8 (referred to as the measurement model or MM) was conducted using multiple fit criteria, this followed the advice of Stephanie (2017) who recommended using multiple criteria due to the limitations of relying on a single index. The fit of the MM was evaluated by fit indices, namely:

- Chi-square, which assesses the difference between the observed covariance matrix and the predicted covariance matrix. A non-significant chi-square value indicates a good model fit.

- Collection minimum document frequency (cmindf). A cmindf is commonly used when retrieving information or text mining. It refers to a minimum number of documents in a collection that must contain a certain item such as word, or a phrase for them to be considered a candidate for further analysis.

This allows for the researcher to focus on key items and remove the items that will not add value to the research project. The measure of absolute fit is obtained by dividing the χ^2 by document frequency (df) (Liu, 2020). The cmidf value should be greater than 1 but less than 5, according to the recommendation.

- Bollen's incremental fit index (IFI), is a model fit index which is used in confirmatory factor analysis (CFI). The IFI is a measure that specifies the degree to which the hypothesized model improves the fit over a baseline model that assumes no relationship between the variables, with a recommended value of 0.9 or 0.95, where values close to this indicating a good fit (Zhang and Yuan, 2019)
- Tucker-Lewis index (TLI) is a statistical tool used to assess the goodness of fit of a structural equation model (SEM). The purpose of TLI is to assess the suitability of a model's fit to the data, it therefore assists the researcher to determine if the proposed model provides a suitable explanation of the relationships among the variables in the dataset. Tucker-Lewis index (TLI) is often used in conjunction with other fit indices, such as the root mean square error of approximation (RMSEA) and the comparative fit index (CFI), to provide a comprehensive assessment of model fit.

Tucker-Lewis index (TLI) is recommended to have a value of 0.9 or greater. The fourth fit index used was the Comparative fit index (CFI), with a recommended value of 0.9 or greater (Alalwan, Dwivedi, Rana, and Algharabat, 2018).

- The Root mean square error of approximation (RMSEA) is a statistic tool used to estimate the fit of a model to the data. The purpose of the (RMSEA) is to compare the differences between the detected data and the model's predicted covariance matrix. It is often used as an addition to other indices such as Comparative fit Index (CFI) and the Tucker-Lewis Index (TLI) to provide an all-inclusive assessment of the model's fit. A lower RMSEA value shows a better fit between the model and data with a recommended value between 0.05 and 0.08 generally considered a good fit (Sun, Pan and Chow, 2021).

From the results as shows below in Figure 4.101 below, the model fit indices are as follows:

chi-square = 454.484, df = 253, $p < .001$, $\chi^2 / df = 1.796$. CFI = 0.925, IFI = 0.911, TLI=0.926, RMSEA = 0.080. Thus, the results indicate that all the measured parameters fall within the recommended values, implying that the measurement model has an acceptable fit.

Table 4.101: Model fitness indices for the Measurement Model

Fit Indices	Fit values	Criteria
χ^2 / df (p-value)	1.796(<.001)	<5
IFI	0.926	>.9
TLI	0.911	>.9
CFI	0.925	>.95
RMSEA	0.080	<.08

4.13 ASSESSMENT OF THE DISCRIMINANT AND CONVERGENT OF THE MEASUREMENT MODEL (MM)

According to Zhang and Yuan (2019), after evaluating the fit of the measurement model (MM), it is important to test for composite reliability (CR), convergent validity, and discriminant validity. The results in Table 4.103 below show the composite reliability, average variance extracted (AVE), and maximum shared square variance (MSV) that were tested. Zhang, and Yuan (2019) state that both CR and AVE are used to assess the convergent validity of the MM. It is generally recommended that the factor coefficients should be greater than 0.50 to indicate acceptable convergence of variables, with a generated coefficient greater than 0.50 indicating satisfactory convergence (Stephanie, 2017). The discriminant validity of the MM was evaluated using maximum shared square variance (MSV), and it is recommended that the MSV values for each construct should be lower than the AVE value to show adequate discriminant validity (Stone, 2017). The study found that all latent variables had average variance extracted (AVE) values in the range of 0.520 - 0.739, which are above the threshold of 0.5.

This suggests an acceptable convergent validity, as illustrated below in Table 4.102. Additionally, since the AVE values for each construct were greater than the maximum shared square variance (MSV) values, it can thus be concluded that the latent variables had adequate discriminant validity.

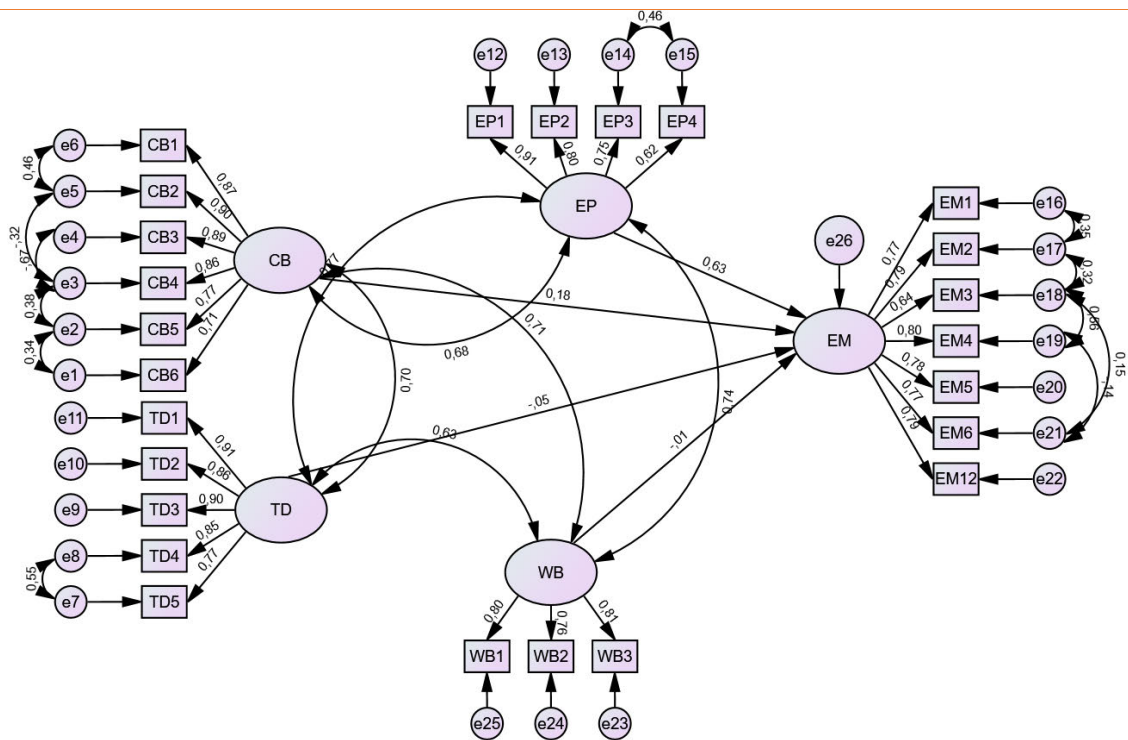
Table 4.102: Validity and reliability of the Measurement model

	CR	AVE	MSV	MaxR(H)	EP	CB	TD	WB	EM
EP	0.858	0.606	0.590	0.895	0.779				
CB	0.933	0.699	0.498	0.943	,684	0.836			
TD	0.934	0.739	0.590	0.941	,768	,697	0.860		
WB	0.834	0.626	0.549	0.836	,741	,706	,627	0.791	
EM	0.908	0.587	0.494	0.912	,703	,566	,548	,551	0.766

4.14 STRUCTURAL EQUATION MODELLING OF MEASUREMENT MODEL

After confirming that the measurement model (MM) had composite reliability, convergent validity, and discriminant validity, the measurement model (MM) was used to create a structural equation model (SEM) which illustrated the relationships between latent variables. The structural equation model (SEM) allowed for an evaluation of multiple related independent and dependent relationships and included the measurement estimates between the constructs. The measurement model was transformed into a path model to test the path coefficients as shown in figure 4.10 below. The same criteria used for assessing the fit of the measurement model was also applied to the structural model.

Figure 4. 10: Revised talent retention framework model



Note: $\chi^2 = 454.484$, $df = 253$, $p < .001$, $\chi^2 / df = 1.796$, CFI = 0.925, IFI = 0.926, TLI=0.911, RMSEA = 0.080

4.15 PATH COEFFICIENT

According to Sideridis, and Simos (2019), path coefficient is a statistical limitation used in structural equation modelling (SEM) to measure the intensity and path of the relationship between two variables in a model. It represents the consistent regression coefficient between the predictor and the outcome variable, considering the effects of other variables in the model. Path coefficients can either be positive or negative, indicating a direct connection or an opposite connection between the variable, respectively. Path coefficients are used to test hypotheses about the associations between variables in a theoretical model, and to assess the fit of the model to the data. Hence, Hu and Bentler (2019) note that a path is considered significant if the critical ratio (CR) for the unstandardised regression weight is greater than ($>$) 1.96.

As shown in Figure 4.103 below, the path from the employee participation (EP) and employee motivation (EM) was significant ($\beta = 0.626$; $P < 0.001$), implying that employee participation positively influenced employee motivation.

The decision rule accepts the hypothesis (H7) that states the employee participation will significantly influence employee motivation. However, the path from compensation and benefits (CB), and employee motivation (EM) was not significant ($\beta = 0.176$; $P = 0.155$), implying that compensation and benefits does not influence employee motivation. The hypothesis (H1) was rejected which states that compensation and benefits will positively influence employee motivation. Kim and Beehr (2020) attest that it was found in other studies that employee participation can very well have a sturdier influence on employee motivation than compensation and benefits since employee participation can raise employee independence, job satisfaction, and a sense of control over their work environment and work outputs, which are imperative for employee motivation. It was also found that employee participation can increase social support, collaboration and teamwork, may also provide skills development, and growth which are catalysts of employee motivation (Wu, Wang and Xu, 2021)

The path from training and development (TD) and employee motivation (EM) was not significant ($\beta = -0.055$; $P = 0.697$), implying that training and development does not influence employee motivation, as shown in Table 4.103 below. Thus, the hypothesis (H3) was rejected which states that training and development will positively influence employee motivation. Fernet, Austin, Trépanier and Dussault (2019) mention that according to some studies it was found that many employees may not have learning as an interest and therefore not motivated by it. For others, the training and development programmes may not be designed to target employee motivation, rather these programmes may place emphasis on technical skills or policies and procedure compliance, which may not appeal to the majority and therefore not influence employee motivation. A lack of knowledge sharing will also affect employee motivation as employees are not given the opportunity to impart the newly acquired skills (Ruiz-Palomino, Martínez-Cañas and Fontrodona, 2019).

Similarly, the path from work-life balance (WB) and employee motivation (EM) was not significant ($\beta = -0.005$; $P = 0.972$), implying that work-life balance does not influence employee motivation, which is shown in the Table 4.103 below. Thus, the hypothesis (H4) was rejected which states that work-life balance will positively influence employee motivation. There are many reasons for this finding, which was mirrored in the study of Gupta, and Shwetha (2019), who found that for some work-life balance may not be as important as other variables.

Overtime, employees become accustomed to their working conditions and don't see any room for improvement, such as being able to work from home, or have time to engage in hobbies and personal errands, therefore, a work-life balance can be interpreted differently among employees. Unfortunately, due to this lack of modern thinking and adaptation, factors such as remuneration, benefits and growth may take preference, and influence employee motivation (Nakamura, Koike and Yamamoto, 2019).

It is worth mentioning that the constructs rewards and recognition (RR), career development opportunities (CD) and performance management (PM) were not tested in the structural equation model. Overall, only employee participation was the only significant predictor of employee motivation.

Table 4.103: Path analysis coefficient and summary of hypotheses

Hypotheses	Dependent	Independent	Standardized coefficient β	S.E.	Critical Ratio (C.R)	P	Decision
H1	EM	<- CB --	.179	.086	1.422	.155	Not supported
H2	EM	RR	-	-	-	-	Not supported
H3	EM	<- TD --	-.055	.118	-.389	.697	Not supported
H4	EM	<- WB --	-.005	.120	-.035	.972	Not supported
H5	EM	<- CD --	-	-	-	-	Not supported
H6	EM	<- PM --	-	-	-	-	Not supported
H7	EM	<- EP --	.626	.153	3.469	***	Supported
H8	EM	<- WE --	-	-	-	-	Not supported

4.16 FINDINGS

The above shows two sets of results obtained from the Statistical Package for the Social Sciences (SPSS) system, Analysis of Moment Structures (AMOS) and structural equation modeling (SEM). Unlike the International Business Machines Corporation (IBM), SPSS Amos and SEM, which allow researchers to examine more than one regression equation/relationship at one time, regression analysis allows researchers to look at only one equation at a time Stone (2021). Since no factor exists alone, using SEM is more realistic. Garson (2007) mentions that this approach also takes potential measurement errors into account, something that regression is incapable of doing. SEM is, therefore, an extension of, and not necessarily a replacement for, EFA and regression analysis. There are many differences between Multiple Regression and Structural Equation Modeling (SEM).

Multiple Regression handles only the observed variables, while SEM handles unobserved and the variables. In addition to that, Multiple Regression deals with one directional effect while SEM deals with one directional effect and with correlations.

SEM is very similar to multiple regression but is much more robust and has greater flexibility in the analysis. SEM allows you to model multiple independent and dependent variables, error terms, interactions, and correlations.

The main advantage of SEM is that it can test an entire model instead of just focusing on individual relationships. This is in direct contrast to similar techniques like regression that can test only one dependent variable at a time, does not account for measurement error, and focuses on singular relationships instead of the collective whole. Stone (2021). Thus, the following findings were observed.

Finding 1. Employee Motivation is influenced by Employee Participation

Employee participation (EP) and employee motivation (EM) was significant ($\beta = 0.626$; $P < 0.001$), as shown in Figure 4.108 implying that employee participation positively influenced employee motivation. When employees are involved in the daily practical decisions of their departments and ultimately the organization, they flourish and are more engaged and committed to their work, teams and the organization. Employees who feel that their opinion is valued, tend to be motivated in their jobs and remain with the organization (Chawla, 2020: 36). It is thus evident that the FMC company allows their employees to participate actively within the organization.

Finding 2. Employee Motivation is not influenced by Compensation and Benefits

The results show that compensation and benefits do not have a significant impact of employee motivation and are not statistically significant ($\beta = 0.176$; $P = 0.155$). High-level of compensation offers employees with a great feeling of satisfaction from their work and encourages them to work better particularly when compensation is aligned to work operation (Wang and Seifert, 2021: 2). Conversely, studies of Wang and Seifert (2021: 3) also showed that low benefit or benefits obstructs employee motivation and performance. While this study indicates that Compensation and Benefits is offered regularly by management at the FMCG company to initiate change and retention of talent within the work system, it has no impact on employee motivation.

Finding 3. Employee Motivation is not influenced by Training and Development

According to the results, Training and Development is statistically non-significant ($\beta = -0.055$; $P = 0.697$) impact on Employee Motivation. The study of Pandita and Ray (2018: 185) showed that training workers would provide them with motivation to deliver their responsibilities well. They will feel regarded and appreciated that their employers take time to educate them and to develop their talents. On the contrary, employees will feel disheartened and stressed when they have no training, idea, or clue on how to execute their roles or perform their duties. The test statistics show that there is no significant relationship as 'Employee Motivation is not influenced by training and development'. Therefore, it can be assumed that training and development have no significant relationship on employee motivation.

Finding 4. Work-Life Balance does not influence Employee Motivation

According to the results work-life balance has little to no impact on employee motivation ($\beta = -0.005$; $P = 0.972$). Richert-Kaźmierska *et al.* (2016: 679) state that a meaningful work-life balance is imperative to ensure that the workforce is well rested and focused on their jobs, this increases productivity and enhances employee commitment. While other studies have indicated that employees are seeking non-monetary benefits such as organizational policies that promote a health work-life balance, employees at the FMCG company are motivated by this factor (Kaddourah *et al.*, 2018: 4).

Therefore, it can be concluded that Compensation and Benefits influence Employee Motivation. However, Rewards and Recognition, Training and Development, and Career Advancement Opportunities do not influence Employee Motivation.

4.17 LIMITATIONS OF THE STUDY

Some of the employees were reluctant to partake in the study due the time constraints and the nature of their jobs which are time demanding, as well as the FMCG company's confidential nature. For employees to partake unreservedly and voluntarily in this study, they had to be convinced of their confidentiality.

Since this study used a non-probability sampling method which has many advantageous, it also consists of a few limitations which researchers must be aware of. Some of the limitations are that certain members of the population maybe over presented while others are over-represented. This is also evident in purposive judgmental sampling method, which was used in this study. This method relies heavily on the researcher's subjective judgment, which can lead to inconsistencies or errors in participant selection.

This can make it difficult to replicate the study or assess the reliability of research findings. Because the selection criteria for purposive judgmental sampling are often not clearly defined or documented, it can be difficult to assess the validity of the sampling method or determine if the sample is biased. This is usually possible when the researchers' personal biases or preferences influences the sampling. It can also be difficult to generalize findings to the larger population which can limit the external validity of the research.

Additionally, quantitative research does not provide the investigator the opportunity to check responses with contributors. Consequently, there is no chance to seek clarity. The outcomes are hence established on the notion that the contributors are honest in their participation. Quantitative research can sometimes simplify some complex spectacles that is under research, thus may not well suited for exploring these since it is difficult to quantify or measure. This can result in the limitation of the scope of research questions. This study was conducted at specific businesses of the FMCG group in KZN and therefore the findings cannot be generalized.

4.18 CONCLUSION

This chapter sought to analyze, interpret, and narrate the results obtained from questionnaires that were completed by the 124 respondents. The data collected was statically analyzed using the SPSS version 28. The reliability of the questions was determined via the Cronbach's alpha method. The statistical procedures applied were the descriptive and inferential statistics. The ANOVA test was initiated to uncover the variation between the mean of the samples and revealed the significant variances in the participant's biographical data. A full discussion of the discoveries from the analysis of answers was stated. Statistical findings were shown through pie charts, tables, and Figures, from which the investigator has produced a thorough explanation. The outcomes by the researcher resulting from empirical analysis have been put into context in the broader context of the study. These discoveries are aligned with literature and the problem statement. The outcomes have determined relationships and differences between the variables. Therefore, it is content that since this was an in-house examination at the FMCG company, the outcomes can be summed up to all staff as they all formed part of the target population in this study. However, caution must be conveyed as the discoveries only centered on two constructs, namely talent retention and employee motivation. The key findings of this chapter revealed that employee participation and compensation and benefits influence employee motivation. The FMCG company is transparent with its goals, strategies, and other business information. The company encourages teamwork to ensure knowledge and skills sharing amongst the team. Moreover, prompt feedback from the supervisors/managers to the employee has been helpful on job performance in the company. Talent is recognized and sourced to ensure business continuity. It is thus important to take the findings of this chapter and promote some recommendations to the FMCG company on the way forward in respect of understating talent retention as an employee motivator. Therefore, the following chapter concludes this study and makes recommendations where these are necessary.

CHAPTER FIVE:

CONCLUSION AND RECOMMENDATIONS

5.1. INTRODUCTION

This chapter draws a conclusion to the research study, provides recommendations to the management of the FMCG company based on the empirical findings presented in the preceding chapter, and suggests areas that should be further explored in the talent retention and motivation of employees. It is hopeful that this will assist the FMCG community to understand how talent retention strategies influence employees' motivation, and to use these strategies to motivate their employees to remain with the organization.

The aim of this study was to investigate the extent to which talent retention strategies of the FMCG sector can be contributory factors to employee motivation, thereby promoting sustainable development of the organization, economy and industry. This study was conducted in an FMCG food manufacturing company. A non-probability purposive judgmental sampling method was used to gather the respondents. One hundred and twenty-four (124) respondents chose to participate, and this data was analyzed using SPSS version 28. This study was launched with an in-depth review of the literature on employee motivation and talent retention, together with the relevant theories and models on these subjects. The literature review and the analysis of the process led to the development of the conceptual framework, which is depicted in Figure 2.8, and presented the talent retention strategies that impact employee motivation. These talent retention strategies include compensation and benefits, rewards and recognition, training and development, work-life balance, career advancement opportunities, performance management, employee participation, and work environment. These eight (8) influences of employee motivation were exposed to a number of statistical tests that confirmed or rejected their influence. The conclusion of this research study and the recommendations drawn from the findings are presented in the forthcoming segments.

5.2 CONCLUSION

This chapter completes the study with the primary purpose to investigate the extent to which the talent retention strategies of the FMCG sector can be contributory factors to employee motivation, thereby promoting the sustainable development of the organization and the economy. This study was conducted in an FMCG food manufacturing company. The main purpose of this study was to examine the extent to which talent retention strategies have an influence on employee motivation. This study assumed the positivist research philosophy. The researcher examined various empirical studies, employee motivation models and talent retention strategies that provided eight (8) talent retention strategies that were examined to determine their influence on employee motivation. A quantitative questionnaire was hand-delivered to one-hundred and thirty (130) participants, where one-hundred and twenty-four (124) were returned and counted as valid, and data was analysed through various tests. The main findings of the analysis revealed that employee motivation is influenced by employee participation. The study also revealed that gender-based inequalities exist. The research revealed that although respondents are skilled, they are not highly qualified. It was also discovered that respondents seek a healthy work-life balance and prefer to work in an organization that values their contributions while paying them equitable remuneration. The results of the study found that skilled, respondents want to be trained and developed and value the opportunities provided by the employer. This study contributes to the literature on the subject of talent retention and employee motivation and provides some guidelines to the industry on the matter. This study also provided some foundational work which provides the opportunity to others for future research. Thus, the following findings and recommendations have been identified.

5.3 RECOMMENDATIONS BASED ON THE FINDINGS OF THIS RESEARCH TO THE MANAGEMENT OF PREMIER FMCG

Based on the discoveries of this study, the following recommendations are suggested to FMCG industry and organizational leaders.

5.3.1 Promoting Gender Equality in the Workplace

The study revealed that of 124 respondents, 85.5% were males and females were 14.5%. There are more males employed than that of females. Considering that this study selected respondents with a certain skill level, it is evident that there are more male skilled employees than females. Gender equality in the workplace is essential to ensure fairness and promote a healthy work environment that is free from discrimination and bias. Archaic convictions about gender responsibilities are holding women back, thus affecting their choice of career (Abbas and Kant, 2017: 11). The organization can address this effectively by:

- Eliminating the notion that certain jobs can only be performed by men and that women are incapable of doing them. This is because people's capacity is undefined by gender, whether or not the organization is employing new employees or choosing who earns a promotion. Employees that know how exactly to do their jobs, do it with confidence to deliver good results;
- Women should be given equal opportunities as their male counterparts;
- Fair training and opportunity development should be offered to the employees regardless of their gender;
- Diversity and inclusion must be encouraged through fostering a culture where all employees are respected, not only for their individuality, but also for their differences in perspectives and experiences.

5.3.2 Encouraging Employee Participation in the Workplace to Enhance Employee Motivation

According to the results of this study, only 22.2% strongly agree that they are allowed to challenge themselves in their work. The results also show that only 21% of the respondents strongly agree that they are involved in their job decision-making. Employee participation involves including employees in the everyday decision-making of this business, allowing them to have an impact on their teams and in their jobs. When employees feel that their opinions and suggestion are heard, it translates into achieving organizational goals and building a culture that enhances employee motivation. Thus, managers of the FMCG company should allow employees to be more involved in the decision-making processes in their teams.

- Grant some level of autonomy to employees in their daily tasks.

This can assist with building a cooperative work environment where everyone is free to share their ideas. Such involvement will improve motivation and the employee's willingness to remain with the company (Chawla, 2020: 36).

5.3.3 Developing Robust Policies and Procedures For Equitable Compensation and Benefits Within the Organization

According to the results of the study, less than half the participants (48.8%) are satisfied that their salary is fair and covers their living expenses. Equally, only 48.4% of the respondents attest that the company offers equitable, market-related and competitive salaries. Compensation and benefits policies are always a contentious topic in most organizations as it is often not seen as fair to some (Khalid and Nawab, 2018). In order to increase the motivation of employees, organizations must regularly review their policies on fair and equitable compensation and benefits.

- The policy must be in line with industry norms and meet the needs of employees. This will ensure that disparities are eliminated and ensure that employees are fairly compensated for their work.
- Furthermore, Employees must be educated on the company's compensation and benefits policies so that they understand how their remuneration is calculated, and how benefits are allocated. This will ensure transparency, which builds trust amongst employees and will eliminate any uncertainty.
- Benefits must be clearly explained and can be flexible, depending on how the employee wants to structure their remuneration package. Benefits such as medical aid, retirement savings and others can be customized to ensure that the employee is comfortable.

5.3.4 Fostering and Rewarding a Culture of Innovation

The results of the study show that only 19.4% of respondents strongly agree that management appreciates employees who develop innovative ideas.

Organizations can encourage and reward innovation by:

- Rewarding innovative designs, efficiencies, concepts and troubleshooting solutions.

- Rewards must include both monetary and non-monetary types and must be consistently applied so that they appeal to the assorted needs of the employees.
- Prompt employees to experiment with new ideas, brainstorm in cross-functional teams and think outside the box. This will encourage knowledge sharing, innovative ways to solve problems and working towards a common goal.
- Providing adequate resources such as time and technology to support new ideas and projects, thus making employees feel motivated to develop new ideas.
- Model innovative thinking by introducing new ways of completing tasks, which will encourage employees to do the same while promoting a growth mindset.

5.3.5 Identifying Skills Deficits within the Organization and Addressing the Gaps

The results show that only 18.7% strongly agree that they are satisfied that the company frequently identifies skills deficits and plans training programmes to address the gaps. This can be addressed by the organization ensuring that:

- Training needs assessments are conducted efficiently to identify skills gaps.
- Training programmes are tailored to address the skills deficits.
- The organization collaborates with specialized training providers to provide specialized training programmes for employees.
- Encourage employees to participate in projects that will allow them to utilize and develop their new skills.
- Provide regular feedback to employees on the skills they need to develop and improve.

5.3.6 Promoting a Healthy Work-Life Balance

According to the results of this study, 53.2% of the respondents agree that time-off allows employees to recharge and perform well upon their return to work. A flexible work schedule can be implemented to encourage employees to manage their time more effectively. This can be achieved by:

- Embracing technological advances to aid flexibility.

- Setting clear expectations and goals so that employees know how to prioritize their time and reduce the stress of last-minute deadlines.
- Encouraging time off and providing annual leave to enable employees to have holidays or focus on personal matters.

5.3.7 Crafting Career Paths for Skilled Employees

From the results of the study, it was found that only 20.2% of respondents strongly agree that they have a clear path. Organizations must create a clear path for their skilled and talented workforce by:

- Defining a career path for the individual employee. This will entail outlining the skills and knowledge that will be required for each level of progression.
- Creating a performance scorecard with clear expectations and achievable goals.
- Providing developmental opportunities such as job shadowing to assist with attaining new knowledge.
- Offering career counselling to those who are not sure of their next career path.
- Providing regular, constructive feedback on employees' performance. This behavior must be embedded in managers and supervisors.

5.3.8 Offering Educational Opportunities at a Higher Level to Support the Professional Growth of Skilled or Talented Employees

The results reveal that 63.7% of the respondents have Grade 12 as their highest educational qualification. Only 12.1% of the respondents have a diploma and 4.8% have a degree. The results show that many participants lack higher educational qualifications even though they are skilled. Long-term learning opportunities which are supported by the organization can include:

- The organization providing funding for higher education institutions for employees to improve their qualifications.
- Providing incentives such as promotion and rewards to encourage employees to improve their qualifications.

5.3.9 Encouraging and Prioritizing Employee Wellness

The results show that 47% of the respondents strongly agreed that the company does not have strict health and safety policies that ensure all employees' well-being. Only 39% of respondents strongly agree that their supervisor/manager is interested in their welfare. Focusing on employee wellness entails an organization's active investment in the mental, emotional and physical health of its workforce (Richert-Kaźmierska *et al.*, 2016: 679). This investment encompasses various initiatives, namely:

- Promoting the importance of taking breaks;
- Providing ergonomic workstations that encourage proper posture; and
- Offering on-site medical facilities for managing chronic conditions and check-ups.

Crucially, prioritizing employee wellness necessitates a focus on mental health, which entails providing resources and support such as counselling services where employees can openly discuss their mental health concerns. Additionally, it is the employer's responsibility to cultivate an environment that removes the stigma around mental health, so that employees feel comfortable discussing these topics without embarrassment or fear of judgment (Kaddourah *et al.*, 2018: 4).

5.3.10 Developing an Adequate Succession Management Plan

According to the results, almost half of the respondents (43.4%) felt that a formal succession management process is not used consistently to fill skilled positions. The organization can apply:

- A strategic approach to talent retention to ensure that skills are managed effectively, and they remain in the organization.
- A well-planned succession management strategy that guides managers to identify and groom talent for future roles, while recruiting to bridge skill gaps and ensure continuity.
- A process to identify high-potential employees and offer mentoring, coaching, training and development opportunities to create a talent pipeline for key roles.

These practices will not only mitigate the risk of disruption to the organization but will also increase employee's engagement and retention.

5.4 PROPOSED FUTURE RESEARCH

Considering that this research was done at a FMCG food manufacturing company in the Kwa Zulu Natal province, it is thus proposed that similar research be conducted at other branches of the FMCG company in other provinces, to include more employees in the study. This may provide greater insights into this subject matter. Since the study revealed that more males are employed in skilled positions than females, it is also proposed that beyond the scope of this study other scholars delve into the reasons why this may be the case, with a view to closing the gap of gender disparity in the workplace or organization. It is also worth a mention for researchers to pay attention to the matter of how employee participation influences talent retention and employee motivation. In the food manufacturing industry, there is limited research on the aforesaid aspects therefore more research must be conducted on employee motivation and to preserve talent in the industry (Hee and Ann, 2019)

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APPENDICES

APPENDIX A: THE ROTATED COMPONENT MATRIX

	Component 1 (COBEN/RERECO)	Component 2 TRDV/CAO	Component 3 EMPAR	Component 4 EPEC	Component 5 EMOT	Component 6 EMOT	Component 7 WLB	Component 8 EPEC	Component 9	Component 10
EMOT1					0,851					
EMOT2					0,793					
EMOT3					0,840					
EMOT4					0,827					
EMOT5					0,571					
EMOT6					0,639					
EMOT7						0,526				
EMOT8						0,595				
EMOT9					0,479					
EMOT10						0,703				
EMOT11						0,662				
EMOT12						0,573				
EMOT13						0,556				
EPEC1				0,801						
EPEC2				0,865						
EPEC3				0,733						
EPEC4				0,695						
EPEC5				0,711						
EPEC6				0,547						
EPEC7				0,664						
EPEC8			0,464							
EPEC9			0,690							
EPEC10			0,398							
EPEC11		0,402								
EPEC12				0,463						
EPEC13		0,680								
EPEC14		0,691								
EPEC15		0,538								
EPEC16								0,568		
EPEC17								0,662		
EPEC18								0,691		

EPERC19		0,592	
COBEN1	0,750		
COBEN2	0,700		
COBEN3	0,759		
COBEN4	0,630		
COBEN5	0,702		
COBEN6	0,713		
RERECO1	0,801		
RERECO2	0,769		
RERECO3	0,829		
RERECO4	0,740		
TRDEV1	0,778		
TRDEV2	0,754		
TRDEV3	0,773		
TRDEV4	0,709		
TRDEV5	0,613		
WLB1			0,529
WLB2			0,698
WLB3			0,689
CAO1	0,491		
CAO2	0,523		
CAO3	0,598		
PMAN1	0,432		
PMAN2		0,540	
PMAN3		0,529	
PMAN4	0,613		
EMPAR1		0,445	
EMPAR2		0,488	
EMPAR3		0,709	
EMPAR4		0,712	
WENV1			0,406
WENV2		0,606	
WENV3		0,690	
WENV4			0,411
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 11 iterations.			