

**IMPACT OF RECOGNITION ON RETENTION OF GOOD TALENT IN THE
WORKPLACE**

By

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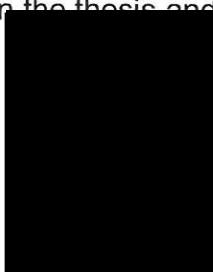
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DECLARATION

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ABSTRACT

It is a global trend that organisations are now looking for competent employees that will add value, coming with extensive experience and right qualifications. The competitive advantage that is in the global space has made it difficult to retain good talent as everybody is ready to pouch the talent. What has been the defining fact to most successful organisations has been the level of retaining their employees which speaks to happiness of employees ranging from the culture of the organisation, salary they are being paid, the level of recognising the employees, organisational values that speak to good ethics and morals in producing and getting the product to the market physically or in the form of a service. This research was done on the staff members of UKZN in the Sports Administration Department who serve as a support structure to the students and thus ensuring that they achieve positive results academically and also are provided a platform to showcase their talent Provincially, Nationally and Internationally. The survey was conducted by the employees of University Of KwaZulu-Natal using a questionnaire which was sent electronically to the employees who have access to the computers. Employees who do not have access to the computers were given printed hardcopies to respond to. This was done because of the measured amount of people who used to speak about low morale and lack of motivation to do more for the organisation. It was then found that the employer needs to come up with strategies to motivate employees and recognise their input and make them feel to be part of assets of the organisation. It was recommended that the organisation increases the salary packages and introduces the succession plan of the organisation.

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CHAPTER 1- INTRODUCTION TO THE STUDY

1.1 INTRODUCTION

It has been seen that in the organisations and especially at the workplace employees need to always be kept motivated in order to improve productivity. It has been seen that there is a great degree of impact in terms of recognizing good talent in the workplace and actually retaining it as companies are recruiting the best employees globally (Bradler et al., 2013). It is the culture of the organisation that shapes how the employees react. The management does or requires from the employees to do the things the way they are done to get the company to reach their desired goals.

The good talent was retained in most companies and UKZN SPORTS ADMINISTRATION by giving employees incentives that are not found in other companies, which makes working for the organisation feel lucrative. The management that is leading the organisation has the great in-depth knowledge of the culture of the organisation and they possess good management and leadership skills to assist and enhance the performance of the employees. Succession planning was an issue that is critical as employees want to see themselves progressing in the organisation as they feel that they add value when they move up the ladder. This also enhances new innovative ideas and creates an environment of happy employees where outside potential employees are always looking to come and work for the organisation. The performance appraisals are in a manner that is clear as to what is needed and expected from the employee. It is also linked to the pay and responsibilities which then identifies the growth in the individual and also that the organisation promotes growth and values its employees who are performing well and is willing to keep them as it has invested a lot in them (Davis, 2013).

1.2 Research Methodology

The study will make use of the following methods to collect data and analyse relevant data. The research methodology comprises of primary sources and secondary sources, personal visits were made, communication by telephone was also made. It was to make people aware of what was required from them and that all the necessary permission requirements were obtained. The purpose of the research and what it seeks to address and the outcome it hopes to achieve was outlined. The method of data collection was by a questionnaire. There were 62 employees who are currently employed at the Sports Administration Department at the University of KwaZulu-Natal. They are 2 heads of departments that run the Durban campuses namely Edgewood

campus, Westville campus, the Howard College and The PMB campus. There are 45 sports officers and the sports attendants. They are complimented by 15 general workers as well which makes the team of 62 altogether.

1.2.1 The Methodology Used

The questionnaire was drafted and separated into 5 sections. The questions that were asked were directed to both the employee and the organisation to get a balanced feedback in terms of the outcomes of the study and addressing the core issue. The questionnaire had 26 questions which allowed the respondent to tell us more about him /her and also tell us more about the experience he/she has had on the organisation.

The questionnaire was printed as hard copies for the employees who do not have access to the computer in their scope of work and for those who were willing to take it home and have more time with it. It was also emailed to all the staff members in the Sports Administration department who have access to the computers in their scope of work.

1.2.2 Data Analysis Technique

Questionpro was used which is internationally used to critically analyse data as per the respondents. This will be further analysed to give a meaningful response to the organisation and tell exactly how the employees feel about the organisation they are working for.

1.3 Problem Statement

Retention of good employees is a critical and a difficult thing to do for the organisations as the organisations now operate globally and are always looking for competitive advantage. With the access to technology being so easy, it is very easy for organisations in private even in public, to look for employees that have been trained and are good to take the organisation to another level.

In order for the organisation to be able to keep their employees they must be able to give them recognition for a job well done and also make them realize that they are an important asset to the organisation and they add value.

Whilst recognising these employees, there must be strategies that are solid in the organisations that embarks on to ensure that employees do not leave the organisation and are always performing at their best, keeping them motivated, keeping them loyal to the organisation, offering them services and opportunities that others do not offer.

Job security is no longer the only issue that employees are worried about, especially the Y generation. The perks and incentives and the good environment are amongst the key issues the employees treat as the part of recognition of their seriousness and importance in their work.

Succession planning is also key as this gives the employees a drive to work hard. They can clearly see the pathway to growing in the organisation and adding value to the economy and growth of the organisation as well.

1.4 Objectives

Within the context of UKZN Sports Administration Department

- To measure the impact of recognition in the workplace.
- To measure the effect of retention of good talent in the workplace.
- To measure the value which is added to the business by good employees?
- What systems can be put in place to keep good talent?
- To assist the organisation to recruit, attract and keep good, productive employees.

1.5 Key Research Questions

The first key question is to measure the impact that recognition has in the workplace on the employees. It assists to measure how far are the employees willing to work an extra mile just because their efforts were recognised. It also assists to measure what value is added to the institution when the employees get recognition from the work they do. It also assists to measure the extent the employees are willing to give an extra mile when they know that they will be recognised in what they do. The calibre of employees that are built by the culture that breeds as part of recognition helps to grow the employees in terms of experience and passion for the job they are doing. This is key and critical because it helps us understand what it is that the old and the employees with many years are looking for or expecting from the institution in terms of recognition which will boost their morale and actually keep them in the institution. On the employees with fewer years it also helps them to understand the culture of the institution and keep them motivated and always looking to do good as they know there will be recognition. It also assists to check whether the institution has a low turnover rate or high so as to address that soon. Again, the majority of people if it is few year of experience, it translates to people with less years with the organisational culture and management needs to address that before it is lost. If it is the people with lots of years of experience, management must ensure that the experience is passed on to the youth as they may lose that when employees retire.

Second key question is the measure of the effect the organisation has on retaining good talent in the workplace. The effect that the good talent has in terms of passing the knowledge to the new employees. Also the effect of dealing with problems and coming with solutions quickly as they are the good talent and know the environment. When good talent is retained in the organisation they bring with the valuable experience. The good talent has an effect of bringing synergy between young and old employees. The efforts of good talents when valued in terms of being given special projects to head them helps to keep them motivated all the time. Good talent will always become productive and come up with innovative ideas to benefit the institution. It also transpires to the other employees to perform harder as they know that the institution values their efforts. The department also thrives to be the best in terms of happy employees and productivity and coming up with new ideas to do things differently. A pat on the back for a job well done means a lot to employees or individuals and this helps to boost even the self-esteem of some employees, especially where they work an extra mile outside their work scope. The other effect is that it gives the institution a good image that it looks after its employees. This will transpire into attract good talent from the competitors and thus gaining the competitive advantage in the market.

Thirdly, it is finding exactly what value is added to the business by the good employees. The suggestions and implementing procedures in that manner that promotes the mission and vision of the institution. It is also important to assess how competitive is the institution in terms of producing top athletes and coaches that will be part of contribution to the country's best in sports. This is important as the responsibility for the taking the institution to another level also lies on the employees as they are part of the organisation .If the opportunity is given to come up with new ideas ,how often do employees do it and if at all is it allowed. If yes what is it done with those suggestions because if they are not acted upon it is as good as not giving them at all. The employees should use the platforms given to them to give suggestions or voice how they feel about the organisation. This helps management to come up with strategies that give value to the organisation and which could be embraced by the employees. This also shows the effort to think about bettering the conditions of the institution and this in turn keeps employees motivated to do more.

Fourthly, the role that the experienced employees can play in the institution is not measurable and it is very important. It also allows management to come up with systems and measures to keep good talent. These systems must be rigid and also be in a plan for succession so that the career path is clear on employees thus keeping in the organisation. Showing that good talent is

valuable enables the employees to see value in themselves by actively participating in forums and management meetings. This shows that management has a plan to retain good employees with skills that are relevant and this will help impact the culture of the organisation to the new ones. Idea generation and implementation helps to ensure that employees are valued by the institution.

Lastly, the succession planning in the institution. The issue of being able to attract good productive employees is key as training of employees takes a lot of time and money from the institution. The means of attracting good employees should be there in a strategic manner where the institution has the first hand on the top performers in the industry. The institution should be of choice. The manner in which it is projected and the results that are positive should be driving people towards the institution and success all the time. There should be clear modes of operation and rewards for excelling employees should be there. Good remuneration packaged and incentives should be there to retain good talent. Should employees feel that there is a succession plan, it is easy to retain them as they know exactly how it goes and they can push themselves to the limit knowing that one day they will be rewarded for their good work. Management should build trust between them and employees to ensure that there is fairness in everything and openness. The employees love to work with the management they can trust and work with together to achieve the University goals.

1.6 Significance of the Research

This study was done to the staff members of UKZN Sports Administration department who serve as a support structure to the students and thus ensuring that they achieve positive results academically and also provide a platform to the students to showcase their talent provincially, nationally and internationally.

The staff members in the department have to show motherly and fatherly love and care to the students through difficult times. In times when they must manage and upgrade facilities and resources. The personnel in terms of coaches and instructors to assist students to achieve and get the best coaching that is available out there.

When this student support department is alive, most students perform better as there is a massive drive towards sports globally which is witnessed by the tournaments and competitions that are there for the taking, like Varsity Sports, World Student Games and all of these ensure that SASCO get the fine-tuned athletes that will represent the country in Olympics and World cup games.

It is also very important that the staff that works in this department are highly motivated for the reasons mentioned above and that the talents for the students can lead to them becoming professional sports stars and earning a living in a career that has a lot of revenue in terms of salaries and it can change someone's life.

The department is proud to have produced the likes of Shaun Pollock as one of the students of the institution. Currently we have a rugby team that is campaigning in the Varsity cup and a player that has been given an opportunity to train with the structures of Sharks. Our hockey team has produced players that have represented South Africa at an international level. Currently in dance we have the South African Champion that is studying at UKZN in Edgewood campus and this student has represented the country in China in 2014 at an international competition and got position 3.

What the study wanted to address was:

- To collect opinions from employees and it was used to address their issues positively.
- To determine components of strategies that the institution should use to achieve its goals and objectives for the department.
- To ensure that it has highly motivated and productive employees.
- To identify the extent to which the employer can go to meet the employees halfway for them to feel part of the equation.
- To create an atmosphere where employees can embrace it and make the institution the one of choice.
- To have internationally competitive employees in their competencies.

1.7 Limitations of the Research

- There is not enough money to take this research to another level and compare it with international Universities where interviews could be conducted.
- Fear of employees to come out in the open for what they feel is affecting them or the wrongs of management with the fear of victimization.
- Reluctance of employees to come forward.

1.8 Structure of the Study

Chapter one – Orientation, Overview, and Problem Formulation

This chapter consists of the introduction and background to the study. It also highlights the motivation of the study, problem statement, aim of the study, research design and methodology, research questions, data analysis and the limitations of the study.

Chapter two – Review of Literature

This chapter will detail the review of the study and provide historical background, functions, vision, mission and objectives.

Chapter three – Research Methodology

This chapter details the choice of the research method. The aims and objectives of the study and the participants of the study are also highlighted. The data collection strategy will be outlined.

Chapter four – Presentation of Results

This chapter will present the results from all the questions that were asked in the questionnaire and even project it in a graphical manner for clarity purposes.

Chapter five – Discussion on Findings

This chapter interprets and explains the findings and reports together with research found locally and internationally. There will be comparisons that will be drawn as well from existing models.

Chapter six – Recommendations and Conclusions

This chapter recommends what will be the best strategies and initiatives from the findings and literature reviews. It also presents conclusions about the achievements of the objectives of the study.

1.9 Summary

It is very important that the management of the institution take the sports department very seriously as it serves an important integral part of the students' life to and academic commitment. It is also vital to look after the facilities that will be a platform for talent exposure to the student. The country will benefit in terms of production of top athletes and also hosting

top international events. It will generate income and learning from the capital of the essentials needed to host such events. The questionnaire that was used and sent to people in the form of email and hard copy was also given. The ethical clearance that was received and the consent that, the respondent could pull out of the survey without any fear at any given time if he/she felt uncomfortable. The issue of confidentiality was also stressed to all the respondents and the intention of the questionnaire and the methodology used.

The strategies and the significance of recruiting and recognizing highly performing employees is very important as this will ensure that the employees stay longer, thus being retained by the organisation (Harrison, 2013). This also will be supported by the incentives and the matching of market related practices in the same industry and thus producing a competitive advantage with a clear succession plan for employees who want to stay in the company.

CHAPTER 2-LITERATURE REVIEW

2.1 Introduction

This study that has been done is motivated by the challenges that the organisations have in keeping their good talent in their organisations for long and them to be loyal and always productive. The study also shows what has been done by the organisations to attract and what initiatives the organisations can embark on to retain their good talent in the workplace. The organisations globally are fighting to get good quality employees so that they can spend less on training and get more on production and get quality to be improved so as to compete globally. It also shows that keeping good talent can result in the competitive advantage as young and new employees can be attracted to the organisations. If employees are motivated, productive, and experienced they will pass their knowledge to the young ones. This is a sign of stability which will lead to a healthy environment and a good organisational culture is bred. The study also shows that incentives are being given by a lot of companies and this increases the mobility of workers and the employees always have to trade job security with good income and flexibility. The study also shows that good recruitment, good leadership, good management can lead to the positive impact in retaining good talent in the workplace.

2.2 Employee Recognition

Employee recognition is the timely, formal or informal acknowledgement of a person's or a team's behaviour, effort or business result that supports the organizations goals and values , and which has clearly beyond normal expectations (Harrison, 2013).

According to Harrison (2013:1) employees respond to appreciation expressed through recognition of their good work because it confirms their work is valued. It must also be noted that the employee recognition is a good communication tool.

It is also with importance that media such as intranet, newsletters and departmental notice boards are used to inform other employees about the suggestions and the success of employees and how they have been recognised and this makes the employees feel part of the company or the organisation (ALDamoe et al., 2012). Items like the employee of the month and employee of the year actually makes all the employees to work for the benefit of the company. They are willing to go an extra mile as they know that their efforts will be recognised even at the year-end functions. This also encourages the management to be in touch with what the employees are doing and where they need help and how best can they be assisted instead of wasting the energies to things that the employees are not going to support (Spence Laschinger et al., 2009).

2.2.1 Benefits

There will be a lot of individual productivity which will benefit the company. There will be less errors in the work done and the employee will find enjoyment at work and have a lot of satisfaction and increased loyalty (Harrison, 2013)

The other benefits that are seen are customer satisfaction as the products are always in good quality. They are ready and delivered on time. Productivity increases and the profit margins increase (Henryhand, 2009).

Retention of quality employees increases and this will result in the lower employee turnover, during tasks there will be less safety incidents which will lead to quality products and there will be less absenteeism and less stress (Anohina-Naumeca and Sitikovs, 2012). The organisation has a clear way to map up the future projects. Targets are clearly set and met which often assists in less downtimes. Planned shutdowns and team buildings increase the employee and employer relations (Chami-Malaeb and Garavan, 2013). The culture of the organisation is improved drastically and it is healthy and even the good employees want to work for the company and this helps in attracting the best in the industry and the recruitment is always yielding employees that will add value to the organisation (Anis et al., 2011).

2.2.2 Profitability

Recognition programs ensure that the company is seen as being transparent and employees are aware of the criteria used to determine the excelling employees (Avey et al., 2009). The increase in staff satisfaction ensures that there are no trainings for new staff members. The relationship between staff members and the immediate supervisors is increased. The creation of opportunities that will benefit the future operations and increase the sales and profit margins and in turn ensures that growth in the organisation is possible and embraced (Humayoun, 2011). Potential investors and the rankings become high and the share prices to those who want to be part and parcel of good and profitable organisations. In the case of the Universities the breakthroughs in many researches is evident and the calibre of academics and staff members is always high. The organisation tends to produce the best in everything and they become leaders and other organisations may want to follow their methods and implement them to get success (Bjarnason, 2009).

2.2.3 Commitment

It actually generates new retention strategies and it allows employees to have long term commitment as they want to see their projects succeed and they know that they are valued

(Henryhand, 2009). Employee engagements allows a platform for the views and suggestions of the employees with potential to be implemented and congratulated and employee retention programs to be established (Henryhand, 2009). It must be ensured that the resources in ensuring that the work is done are there in the form of support as well. The will to make it happen by having proper plans for training and retraining and living the values of the organisations ensures that those who believe in the organization can commit as their vales will not be violated (Castellano, 2013). The promises that are made to the employees on any developments should be kept and employees should have constant communication which ensure that they are kept abreast of what is happening and do not hear via the grapevine (Castellano, 2013).

2.2.4 Job Satisfaction

When employees get recognition, they have job satisfaction as they feel that their objectives are clear and they understand exactly what they need to do and what their managers expect of them (Helm, 2011). The desire to remain in the organisation is made the priority as the treatment makes the employee feel good about himself or herself and the creation of a positive environment which increases productivity in the long term (Helm, 2011).The employees should have different tasks in their jobs to make it interesting and challenging. Tasks should be linked to the key performance areas of the employee as they will serve as an indication as to whether the employee is still performing well or needs some sort of assistance (Helm, 2011).

According to Shah (2012) there must be a degree of autonomy to increase the level of being innovative and creative and come up with means to make their work to be effective and efficient without taking the steam out of the employees. The employees should be given continuous feedback on their performance and on how the organization is doing and to the inputs and suggestions from the employees (Shah et al., 2012). It is thus things like the extrinsic factors that make the job to be satisfactory and issues like your financial benefits and the professional growth. The working environment where facilities and conditions allow the person to feel he or she is working and taken good care of and actually an environment that springs motivation as it has life in it will always keep the employees satisfied (Syed et al., 2012).

2.3 Compensation

Employees want to be compensated a market related salary and they always compete with other workers in the same industry globally. The compensation should be in line with the economic conditions of that country and inflation so that the employees should be able to maintain the standard of living and always stay motivated at work (Lam et al., 2012).

2.3.1 Good Salary Pay

Some employees are driven by the good salary they are getting in the organisation as they feel that the quality education and qualifications they have should match their salary (Zeb et al.). Social norms that employees live under determine the mobility for career change which ultimately leads to a good salary. It is also looked at as a reward for a job well done. It lifts the self-esteem of an employee and it can propel individuals to perform to their peak as they want to hold on to their jobs which pays a good salary and they also want to leave a legacy for themselves and for the future employees (Tang and Tang, 2012).

2.3.2 Company Benefits

The company benefits could range from a company car, shares in the company, performance bonuses, company cell phone, and getting company products at a discounted rate. These benefits could be seen as taking out the burden to fulfil their need at a cost and the company could be seen as caring and looking after the employee well after doing or performing the work, thus they feel well compensated (Anohina-Naumecca and Sitikovs, 2012).

2.4 Job Security

In the past the workforce had a challenge for job scarcity and in this century the workforce is faced with the talent scarcity. The employees want to be assured that the talent that they have and the skill they possess will actually secure they jobs so that they are not found wanting in the job market as it is so difficult to find a job (D'Annunzio-Green et al., 2008).

Job security entails the training that the employees are given, if it is specialized training it assures them that they will be needed for longer times and they add value to the organisation. Once the job has security in it, it is one form of retaining good talent in the workplace because chances for them to look for another job are slim. Career structures and different ventures within the organisation and decentralized operations ensures a greater level of job security as the career is not limited and progression is visible and a greater possibility of expansion as well (Samuel and Chipunza, 2009). The nature of service from the type of employees, i.e. older and younger employees in the organisation will determine whether the company keeps its employees or it is always recruiting and people are leaving. The service years actually highlights the level of job security in the organisation (Macky et al., 2008). The employees that learn in the organisation how things are done go for specialized courses are most likely to be retained as they will have experience and that in a way assures one of their job (Macky et al., 2008).

Employees can be retained in the form of offering them a share scheme, thus ensuring that they will stay longer and be productive as they are part of the shareholders. The payout for the share scheme can be structured in a manner that the employee can see himself or herself being in the organisation for longer periods (Ntshangase and Parumasur, 2013). Health and life insurance and retirement plans that are good, raises and stock options are also strategies that will be job security and serve as a retention strategy to employees (Irshad, 2011).

2.5 Management and Organisational Support

If the organisation values and admires talented people, this often leads to exceptional performances. The organisation and the economic needs can create an environment that is supportive and conducive for good talent to be retained, especially after it is recognised and treated fairly and in a manner that shows that there is room for operating without autocracy. Talented employees maximise business opportunities and they ensure business success; hence the support from the management is very crucial and vital. Management must give a lot of effort to keep desirable employees, which are talented, to meet the organisations objectives (Chiang and Birtch, 2011). The quality of Human resource Management of the organisation is of vital importance as it is the one that must ensure that recruitment and evaluation and assisting and retaining the good talent is ensured and they look after the creation of good culture of the organisation by ensuring that employees and the employer respect each other's contract and obligations (Cooper and Park, 2008).

The organisation should provide challenging work and must always be looking to doing things differently as opposed to doing it the same way they have been doing it for years. Allowing a certain degree of innovation in coming up with new exciting ways of doing things. The organisation should offer opportunities for the employees to learn as this equips the calibre of human capital in the organisation and it ensures that employees are viewed as assets in the organisation (Chiang and Birtch, 2011). The positive relationships with other colleagues from other departments should be encouraged as this could bring up ideas that could be beneficial to the organisation and actually make it worthwhile to come to work as it is the employee's second home away from home. There should be recognitions of capabilities and performance. Contribution towards good work life balance which should not affect the family life of the employee. The communication channels should be clear and open so that it is easy to get communication and understanding. It must be clear what the top management wants so as to have good organisational culture and employees can stay in the organisation (ALDamoe et al., 2012).

The employees are also looking for the open communication with their supervisor so that they know that they have the full support when they need guidance or clarity. They also appreciate when the supervisor or management focuses on employee's progress as opposed to the formal evaluation process. This will always increase the employee's retention and commitment to the organisation (ALDamoe et al., 2013).

The organisation needs to give support in terms of utilising the abilities of the employees to satisfy their basic needs. The organisation should have the workspace designs that have an impact on how the employees perform. They should feel they are in control of the situation and they must be in comparable with the latest innovations across the spectrum (Kassa, 2015). It must not be difficult to work under the conditions of the organisation, the levels of reporting should not be too vertical and the physical conditions should show that employers do care about their employees. Issues of safety are adhered to and taken care of. Hygiene issues should be of priority so that the bill of health of employees is always on top. There should be flexible schedules and work arrangements for employees to balance their personal life issues (Temkar, 2013).

2.5.1 Supervisory Skills

The supervisor should have adequate skills to ensure proper training to the subordinates. The supervisor should not feel threatened by the employees but should be encouraged by the level of enthusiasm and performance and encourage the employees to learn more about the organisation and its processes (Anohina-Naumeca and Sitikovs, 2012).

The skills for the supervisor should not only be on work but on human resources as well as he or she might need to understand when the employees need to be motivated when going through difficult times (Bradler et al., 2013).

According to Lyria (2015) the supervisors that are working with the employees at lower levels should be able to perform the duties excellently. Multi-tasking should be encouraged by the supervisors so that employees can grow very quickly and can add value to the organisation. (Lyria, 2015) Technological skills and the latest skills especially in the industrial relations should be part and parcel of the skills of the supervisors as they will be dealing with a dynamic mix of cultures and behaviours. Supervisors should be able to deal with cases on their merits and use their discretion accordingly whilst not fouling the legislation of the country (Lyria, 2015).

2.5.2 Mentorship

There should be a route for mentorship which should provide guidance and leadership training. It also increases the level of confidence as there is always someone with experience the employee can fall on for advice at all times (Avey et al., 2010). Mentorship forms part of the organisational support as young employees know exactly who to speak to for proper guidance and understanding and this helps management to focus on the bigger picture which is to grow the business and the strategic view of the organisation. Roles for employees are clearly identified and competence of employees is assured and confidence is always on the high both from employer and the employee (Ali et al., 2009).

Employing experienced former employees to mentor the new employees will boost the confidence of the organisation and the employees as they will know that they are getting the transfer of skills from the relevant personnel. These former employees will serve as proper mentors as they could be retired employees or ones serving as consultants (Kwarteng Amanin, 2015). These experienced employees will be in a position to identify employees who are passionate and who have the capabilities and can perform and take the organisation to another level. Employees feel comfortable to work with mentors they can trust in terms of their competency and their experience and this brings up the productivity levels in the organisation (Kwarteng Amanin, 2015).

2.5.3 Internship Programs and Projects

The internship programs help the organisation to have people that could be groomed and the talented employees can play a role in projects and actually in being assessed if they can assume the leadership role in the employee's specific departments. Pilot projects could be run being handled by the talented and good employees and this ensures that these employees will stay in the organisation for longer (Becker et al., 2009).

Special projects allow the management to measure the rate of confidence, ability to deliver, potential to grow and it also shows the gaps and the challenges and provides a platform for feedback and make a plan for moving forward (Anastasia and Jauhar, 2015). Leadership skills are exposed and talent is spotted. It is secured under special projects and they are a good platform for providing recognition. This is where employees enhance their self-esteem and actually feel good about achieving goals in the organisation (Anohina-Naumeca and Sitikovs, 2012).

2.5.4 Conducive Environment

According to Talwar (2015), the support that the organisation should give should also come in the form of an enabling environment with the necessary equipment and facilities to deal with the competitors and actually produce quality outputs (Talwar and Bhatia, 2015). There should be latest technology that is used so that the employees are able to get and use the latest in the field. The ability to provide the goals of the organisation will be easy if the resources are of the latest and are easily accessible. The environment must be such that the new entrants can easily adapt and the equipment and facilities relate to the job at hand and they are user friendly and they do not discriminate against those who have challenges, be it physically or otherwise (Talwar and Bhatia, 2015). The policies and procedure of the organisation should be not too rigid into an extent that employees find it hard to operate and that in return causes employees not to meet their deadlines or are a burden and demotivates employees. Traditional approaches to solving problems should be a thing of the past but look into getting solutions that will make employees to be productive and learn from the problems of the past and introduce the learning activities from the challenges. Employees should be allowed to take initiatives and be guided where guidance is necessary (Govaerts et al., 2011).

Other employees are actually very happy when they see that the norms and values that are used by the company are good and transparent and fair. They would rather work for the company that have good values as they believe they would be fairly rewarded according to those standards (Davis, 2013). They also appreciate if their contracts speaks to their development and flexibility for the employees to resume responsibilities of a higher level that is recognised as adding value to the organisation. This is evident from the recruitment of new professionals. The employees would see if people that are employed will actually develop them and make the company grow and be to the benefit of all (Davis, 2013).

2.6 Retention Strategies

The reason why organisations have the retention strategies and they want to hold on to their talent is enhanced competitiveness, job performance which yields quality results all the time, internationalisation, of organisational values and attitudes and the development of talent pools (Chami-Malaeb and Garavan, 2013). The most significant strategy for companies is to find out career expectations from employees and also to ensure that, based on performance, the employees that work hard or show potential are given assignments to work closely with management (Veloso et al., 2014).

2.6.1 Performance Appraisal

There is a new performance appraisal that is a 360 degree which ensures that the employee is monitored and evaluated by his peers and he/she has the opportunity to monitor and evaluate the manager or the supervisor (Kimunge, 2014). This ensures that there is no one left outside the loop of continuity and progression and the one that has challenges is easily identified as early as possible and assistance is offered for the benefit of the organisation (Danish and Usman, 2010). There is a direct link to the salary increment if the employee performs well and the quality of products ensures that profit margins are increased.

It also increases the amount of engagements in shorter periods of times which is normally quarterly and this enables the employee to be on board with what is expected of him/her. This monitors and encourages the employee to come up with better ways of doing his/her duties and this is embraced as it seen as the agreement that is involving as opposed to the top down approach that some organisations still believe in (Ali and Ahmed, 2009).

2.6.2 Significant Assignments

Recognising professional work ethics and giving opportunities to the employees that show good leadership qualities to head significant assignments. Exposure to the assignments and projects that will yield outcomes of growth and expansion will also assist if employees are given a chance (Anis et al., 2011). These assignments should go to the organisations archives and the employees should be aware that they have had a valuable input and the organisation appreciates all the effort given. This does not only motivate the employee who performed the assignment but even other employees who would want to see themselves progressing will be motivated to worked harder and smarter (Anis et al., 2011).

2.6.3 Perks

The organisations should have perks that speak to the employees and have a link to their social life and this will ensure they have less stress and the rate of absenteeism will be dropped (Chiang and Birtch, 2011). There should be benefit programs where the employees could have their children have a nursery at the premises of the organisation. Also the arrangement to get someone to assist children of employees with their academic or school work over the weekends could prove to be vital as opposed to getting extra classes at a price. Time offs, vouchers and or discounts in visiting holiday places could improve relaxation time with family and also ensure that employees become loyal and the flexi times can be arranged as well. There should be issuing of free uniform that is stylish and that is unique and relations with sporting shops to

qualify discounts on attire if you are an employee of the organisations (Danish and Usman, 2010).

2.7 Incentives

According to Gianneti (2013), competitive compensation serves as a good incentive to retain the good talent as they are attracted by other organisation by good compensation. The compensation contracts must be very attractive in the manner that links the work they are supposed to do and the way they are to be compensated. There could be different examples that are thrown in the fray like the commission structure above the standards salary, the overtime hours that need to be worked, and those that could be paid and the amount thereof. The leave days that are given to the employee and the types that are associated with it, paternity leave, and maternity leave, sabbatical leave, special leave and sick leave. The bonuses that are associated with the sector, the allowance that could accompany the work and sector would be:

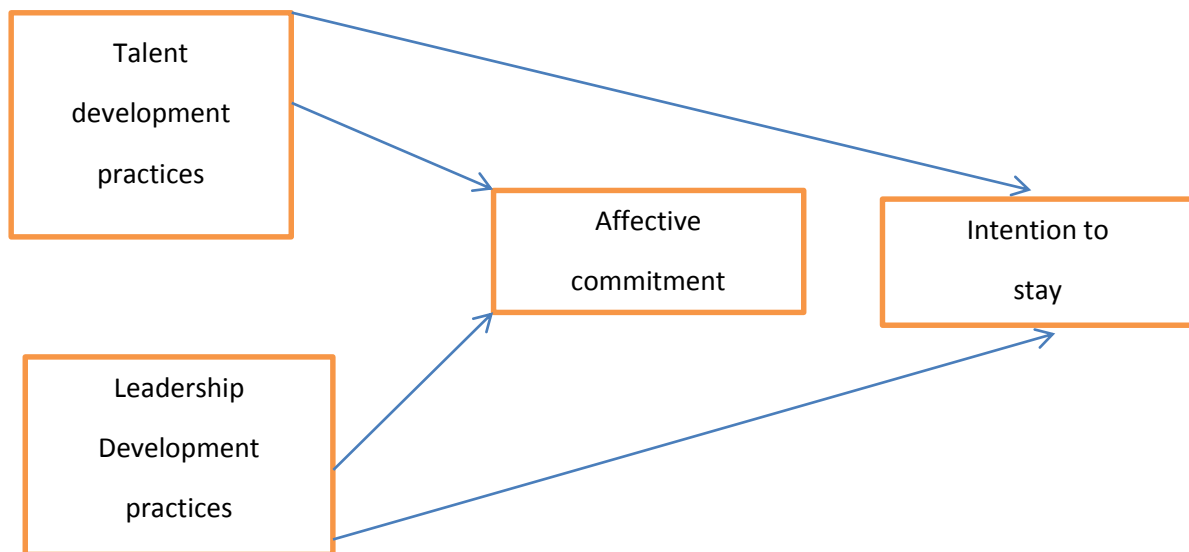
- Transport allowance
- Shift allowance
- Food allowance
- Heat allowance
- Car schemes
- Housing allowance
- Overseas trips for research
- Study scheme for children of employees

Higher pay would simply reflect on higher productivity of talent resulting from more efficient assignments. More efficient job assignments may also result in higher pay performance sensitivity and therefore a higher proportion of equity-based compensation if the effort of talented individuals becomes more productive (Gianneti and Metzger, 2013).

2.8 Talent And Leadership Identification

According to Malaeb and Garavan (2013), investment in talent and leadership development practices potentially realise a multiplicity of outcomes, including enhancement of human capital of pivotal employees as evident in figure 2.1

Figure 2.1 relationships among talent and leadership development practices, affective commitment and intention to stay.



Adapted from Chami-Malaeb, R.& Garavan, T. 2011. Talent and Leadership development as drivers of intention to stay in Lebanese organisations: the mediating role of affective commitment. p4049.

Talent and leadership development practices are important HRM practices that contribute to competitive advantage. Leadership development practices typically include:

- Coaching
- Multi source feedback
- Stretch assignments
- Mentoring
- International job assignments
- Formal development programs

When these practices are done correctly they have outcomes of competitiveness, high job performance and talent retention. Employees view these as a benefit towards employability, career and promotion prospects. Employers expect the employees to respond with positive behaviours and create a healthy organisational climate. It also enhances the human capital through the development of knowledge, skills, abilities and potential. These practices also reduce uncertainty to employees and decrease attractiveness to other jobs in the wider marketplace (Chami-Malaeb and Garavan, 2013).

The employees that feel that the organisation satisfies their needs to feel physically and psychologically comfortable will lead the intention to stay (Ahmadi et al., 2012). In order for companies to retain this talent they need to effectively manage it by looking at the following key areas:

- Preparation
- Recruitment
- Hiring
- Induction
- Professional and development
- Compensation and incentives
- Working conditions
- Performance management (Behrstock, 2010)

This warrants the employer to have a good strategy to attract good talent and understand the industry and understand that employees have different values which differ a lot. The retention efforts on the best talents create an upward spiral of increasingly number of good employees in the organisation. Employers need to identify top performers and reward them (Behrstock, 2010).

According to Munsamy (2012), in order to retain the good talent in the workplace the employer must be very clear as to which generation they are dealing with and these are the generic areas most employees have concern in:

- Opportunities for development in an employee's field of expertise.
- Freedom to plan and execute work independently.
- Growth potential of the industry.
- Progressive leadership that allows initiative and sharing in the profits of the organisation (Munsamy and Bosch Venter, 2009).

2.9 Succession Planning

This is done so that the organisations can better manage their talent pipeline. It is also there to ensure that the quantity and the quality of future leaders' needs are identified and taken care of in terms of preparation for effective performance of business over time (Barnett and Davis, 2008). It provides the processes and structure for identifying and understanding the leadership

talent in the organisation and to emphasize and facilitate ongoing learning and development for the organisation's most talented leaders.

2.9.1 Why Succession Planning?

Firstly, employees are always looking for greener pastures and in order for the employer to fill in the new position, they will need to train the person and the process is very costly. The baby boom generation is entering the retirement age. The generation after them is entering the market and now there is a need for sufficient transition of information sharing. Exchange of knowledge and skills that will ensure that the new generation understands what is needed from them, when they are ready to take over positions to keep the organisations running (Benish Hussain Janjua).

Younger workers have different values and attitudes towards their jobs and their employers than their predecessors. They are more comfortable with savvy technology and tend to be more cynical or distrustful of their employers to reward and retain them in the future. Workforce changes are caused by demographic trends, retirement, career change, reorganizations will decrease capacity organizations on:

- Effective action
- Decision making
- Productivity
- Innovation
- Growth(Barnett and Davis, 2008)

All of the above mentioned issues have a serious threat on an organisations competitive advantage. Globalisation as a trend for most organisations will find out that the employee might need to be working in another country and there needs to be a common organizational value and this needs a person who can improve integration and alignment across geographies (Barnett and Davis, 2008).

2.9.2 Benefits of Succession Planning

Succession planning strengthens the leadership of the organisation and it grows the confidence of employees to the employer and it also makes the employees to work harder as they feel rewarded. They become loyal when they see that they are regarded as assets to the organisation. There is also a provision of leadership continuity and the organisation does not have to deal with people who do not understand how things were done and why they are done at a specific way to achieve certain results (Behrstock, 2010).

The turnover is reduced as loyalty grows in the majority of employees and the key personnel is retained and business operations are improved as ways to be efficient are looked into at most times and the financial results are improved and become better. Customers are satisfied with the service they receive as the employees are always happy and willing to go an extra mile for quality products (Barnett and Davis, 2008).

2.9.3 Succession Planning Process

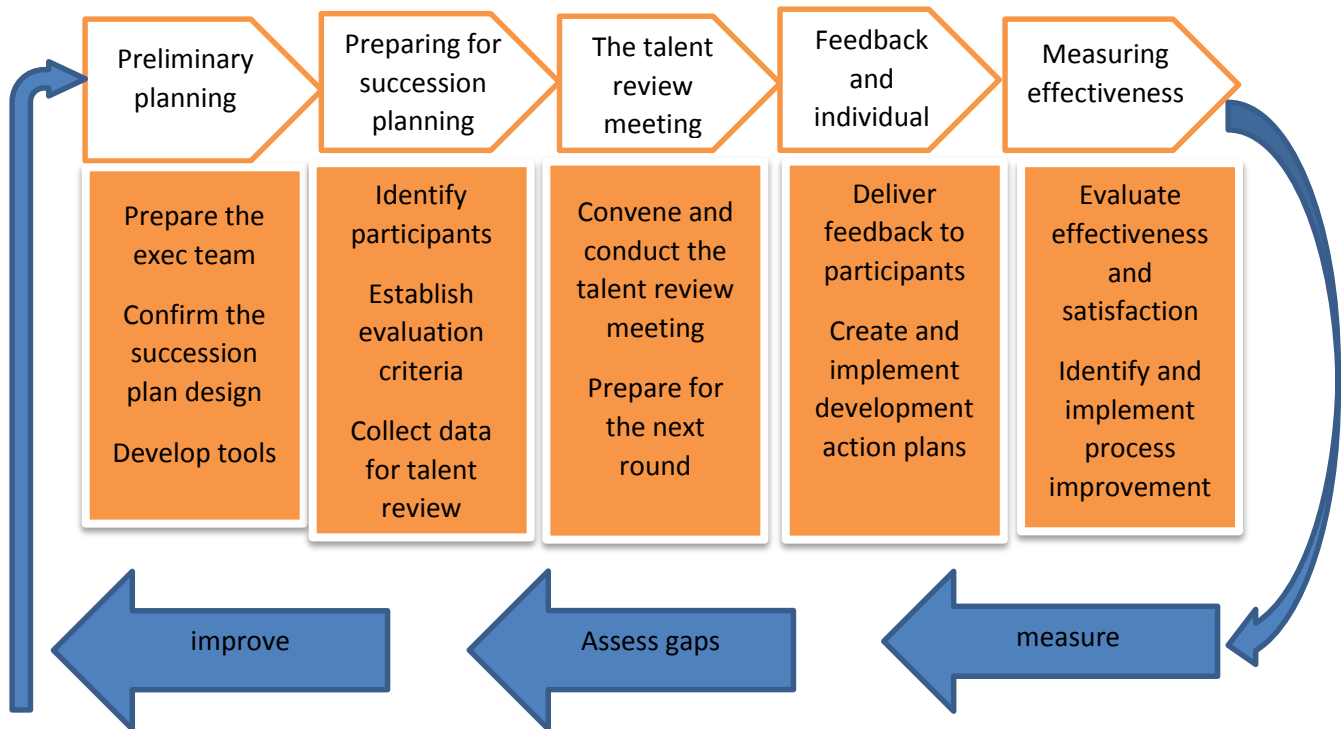
Senior leaders need to be active and involved as they understand what the organisation needs in terms of strategy and the goals together with the mission. There needs to be a system that will be followed so that it is transparent and employees embrace it and they do not feel that it was bias and favouring certain individuals (Hussain and Rehman, 2013). There must be proper identification of key positions that need succession and there must be adequate planning for this. HR and senior leaders should identify and develop future successors and they must ensure that this process is properly executed as it should be involved or applied throughout the business cycle of the organisation. Succession planning systems should be designed by HR and the senior leaders to be:

- Simple
- Flexible
- Amenable to continuous improvement (Barnett and Davis, 2008)

2.9.4 Talent Identification – Succession Process

Talent identification should be focused on the talent that is critical for the future of the organisation. It must be reviewed across the organisation. There must be formal criteria to evaluate the candidate against competencies. The competencies must be objective and the candidate must show potential and have requirements for the position. Performance must be adequate to warrant promotion to the next level. Those that are assessing must be educated and have the knowledge about the position that the candidate is being prepared for so that they can evaluate accurately. Feedback should be given to the candidate and must be nurtured through their development and growth (Barnett and Davis, 2008).

Figure 2.2 High- impact succession planning process



Adapted from Barnett & Davis (2008).Creating greater succession in succession planning.p731.

2.10 Company Branding

Company branding is the image and the perception that is created by employees and the employer on how they treat their employees. It also extends to how they treat their customers and suppliers in terms of service delivery. This in return makes the attraction of talent to be easy as good talent wants to come and join the organisation. The good talent is easily retained as they do not want to leave the legacy they have created and they would have achieved to create a strong consistent brand. One can mention the organisations like Unilever , Gauteng Municipality , and UKZN to mention a few (Martin et al., 2011).The corporate branding is derived from the organisation’s identity and culture (Abimbola et al., 2010).

When there is a high employee turnover it impacts negatively on the brand of the organisation. Potential employees think that it is not an organisation to work for and there are lots of things that the management is doing wrong. Customers lose faith and they start to suspect that there is a foul play on the way things are done and they might want to do business elsewhere(Ntshangase and Parumasur, 2013).

2.10.1 Strategic Recruitment

The organisation has to constantly communicate internally and externally that the organisation is a desirable place to work in. This in turn pushes the potential talented employees to look for work in the organisation that has good qualities. People, organisation and value matching should be the strategic method used when recruiting employees. Should the company values be aligned with the employee values, they can create performance related issues and it can enhance the organisations performance (Abimbola et al., 2010).The interactions that will be given by the employer to allow employees to interact with customers so that they know how they are treated will in turn spread the news that the employees of that organisation are happy, and thus making it easy to attract potential people who are looking for work that might be employed.

All attributes of the organisation's identity need to be made known in the form of a clearly defined branding proposition, which underpins organisational efforts to communicate, differentiate, and enhance the brand against the stakeholders, and networks (Abimbola et al., 2010).

2.10.2 Company Culture

The way the company allows its employees to operate and the way the management goes around in executing their duties actually make it the culture of the organisation. Employees become accustomed to a great culture that resonates to their beliefs. The company treats people fairly, equally and provides opportunity for harmony, growth and happiness. The means of communication and the urgency in carrying out the duties and ensuring quality and perfection becomes the culture of the organisation. This in turn ensures that there is less damages, accidents, and plant shut downs or rework material which in turn will result in profitability and enhance performance. This will cause the employees to stay in the company for longer periods (RAJ).

The attitude of the employees towards their work and their duties is always improved under a good culture that is built under a good brand and this in turn yields productive employees that are a good talent which the employer would like to hold on to (Roy).

2.10.3 Impact of Company Branding

The personal confidence of employees working in the organisation that has a good brand grows so high that their self-esteem is always high amongst peers in the same industry. The company does not have a problem in penetrating new markets as people already have confidence in the brand and this increases profit margins (Kheswa, 2015). It brings stability in the organisation and it is easy to plan for expansion as there are less worries about turnover which is always low. The products of the organisations do not have to go through intense marketing as the brand is already known and its performance is not doubted (Sokro, 2012). Loyalty and brand value is increased and thus the employees are retained in the organisation and it is also increased by the fact that customers have high respect for both employees and the quality products produced by the organisation (Hunt, 2014). The strengths, weaknesses and the uniqueness of the organisation plays a pivotal role in retention of employees. Work environment and history values that attract the employees are the same that will keep them for long in the organisation (Sokro, 2012).

According to Irshad, the attraction of good employees and retention of good talent relies on the image the organisation portrays in terms of doing this and treating their employees. The good image not only ensures that in the local market the organisation does well but even in the worldwide market (Irshad, 2011). When the organisation is having an image that is solid and powerful this could lead to it being ranked amongst the leaders in the world and this creates opportunities for exchange of employees to get knowledge in other parts of the world and thus coming back to plough back and developing our own employees (Irshad, 2011).

2.11 Reward and Recognition

In order to retain the efficient employee who make the organisation to be profitable the organisation need to reward them accordingly. This in turn makes the relationship between profitability, productivity, and reward to be linked (Danish and Usman, 2010). Employees will be willing to work an extra mile if they know that the rewards are there for them in the form of intrinsic and extrinsic manner. The prime factors that impact on the employee motivation are incentives, rewards, and recognitions. The organisations can always have ways and means of rewarding their employees which in turn will bring profitability and keep workers motivated and productive (Olckers and Plessis, 2015). Here are some of the ways employers can use to reward their employees:

- Personal thanks
- Email thanks

- Trophy
- Time with President of the organisation
- Featured in community newspaper
- Wall of fame – photos of achievers
- Certificate of appreciation(Ashmore and Gilson, 2015)

The rewards that are financial do have an impact on the retention of employees because these take care of the needs of the employees and even socially and it makes the employee motivated to work harder (Ashmore and Gilson, 2015). Coming up with employee of the month creates that sense of belonging and knowing that the employees are being looked after and there is a future in terms of what they put in the system. The performance based rewards also ensure that employees are very good on issues like safety and quality products that are produced. Employees always look for ways and means to perform to their best if they know there are rewards for target. This creates a healthy competition on employees and it yields profits for the organisation (Eshiteti et al., 2013).

2.11.1 Money

The employees equate the work and efforts they put with the remuneration they are given by the employer. The money can come in the form of lucrative packages and also it can come in the form structured payments like paying weekly, fortnightly, and monthly or by commission. This ensures that employees are able to plan their social lives and are able to take care of the needs that motivate them to come to work (Narang, 2013).

The payment structures could also be linked to pension funds or provident funds that will give good salaries when the employees leave work or they retire. Some employers give a greater portion of the money to the employees so that they can source the pension funds of their choice. To some employees this is good as they have a big take home salary. Those that are looking at securing a secure future in the organisation will prefer a lump sum pay out and monthly pays when they have retired (Kosoe, 2013).

The remuneration package that is attractive is a very important factor in retention of employees as it fulfils the financial and material desires. It provides the means of being social by employee's status and position of power in the organisation (Narang, 2013).

2.11.2 Growth

Some employees are very happy to be rewarded with growth opportunities which in turn will result in more money and more responsibilities and input to growing the organisation. Growth also gives exposure to other avenues in the organisation and employees boost their self-esteem and they serve their ambitions of being future leaders (Percy et al., 2008). Growth in employer's side ensures stability in the organisation and the ability to retain talented employees. It also ensures that the valuable experience is kept and this could be the competitive advantage as most organisations are looking for quality employees. The organisation will actually have a ripple effect of expansion as the employees will generate ways and means to sustain and grow the business (Pepe, 2010).

The career development opportunities should be implemented and monitored that they are given to employees who are deserving. They need to have competence and qualifications.. The work environment should be such that employees feel and see other employees growing because when the employer employs people from outside, the employees feel overlooked and they do not see themselves as adding value to the organisation (Danish and Usman, 2010). The career needs for the employees should be well looked after in terms of being developed. The career path should be outlined thoroughly where their skills will be developed. The evaluation should be done by an accredited provider which will give them the edge with other counterparts in the global market (Yiu and Saner, 2014).

The revolution of information technology which is human sensitive which attempts to have a positive impact on career development opportunities , sufficient supervisory support , good conducive working environment , rewards , and work-life-policies (Narang, 2013).

Promotions must be there for excelling employees and this should also be determined by the structure of the organisation. A more flat structure ensures that people will reach the ceiling soon and more levels give hope in rising in the organisation. There should not be many levels as this can cause problems on communication breakdown and leaders losing touch with employees on the ground (Vasquez, 2014).

Working on a project together with great people in the organisation makes employees to rub shoulders with the greatest in the organisation. The employees feel they can achieve what is the best and with this, employees can stay in the organisation (Percy et al., 2008).

Competencies need to be cultivated by the supervisors and managers by having on the job development and coaching as this will grow confidence on employees as they will be hands on and doing the real work as opposed to the pilot work. Formal training should be structured in a manner that makes it easy for all the employees to access it and they can see themselves getting promoted and their careers blossoming and having adequate learning development (Dhamodharan and Elayaraja, 2014).

2.11.3 Responsibility

Employees are very happy to be rewarded by more responsibilities as this ensures that their scope of work is always interesting and they do not find themselves looking for new opportunities outside the organisation (Ali and Ahmed, 2009). The responsibility could come in the form of monitoring small projects, and special projects, and future ventures that could yield expansion. This would create more economic activity and the organisation become more profitable (Oladapo, 2014).

The employees feel they are part of the system when they are involved in activities of using funds of the organisation accordingly. They want to be accountable for their actions as well , and this leads to transparency and build confidence in the employees (Leblebici, 2012).

2.12 Summary

Employee recognition can have a positive impact on the organisation and the performance of employees which will yield desirable results. Management and the leadership of the organisation should understand the values of the organisation and come up with ways and means to recognise hard working employees to boost their confidence and to keep the employees motivated all the time. Recognition comes with many benefits and increased profits for the organisation. It also leads to commitment from the employees and they are satisfied with the jobs they are doing. They find less reasons to look for another job elsewhere.

This in return addresses the issue of retaining the good employees as they want to be committed to the same organisation for longer periods. There are issues that need to be taken care of which are close to the employees which are job security, good pay, and the benefits which are accompanied by the good management support.

The organisation needs to embark on the retention strategies for it to be able to compete and have a competitive advantage. The environment should be driven by an organisational culture that is accommodative to the social and professional needs of the employees. The succession

planning, growth opportunities and talent identification internally will be very useful in retaining good talent in the organisation. Most employees want to be associated with a brand that is good, known, and ever growing. They want to be given responsibilities to be part of the legacy and make a mark towards building the brand. They will stay, feel happy in the organisation and give it their all in terms of performance and make sure that the organisation expands and is profitable.

CHAPTER 3-RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter was mainly dealing with the literature review of the impact of recognition and retention of good talent in the work place. It has critically highlighted the importance and the outcomes of it if it is managed properly and if it is done fairly to all employees in the workplace. Now that this information has been gathered on how it has worked before and currently, the next stage is to conduct research. Research methodology can be defined as a systematic way to solve a problem and to have quantifiable information to make and take conclusive informed action to improve the situation. The procedures that have been taken to conduct this research have been done in consideration of the ethical issues and also provide the platform to assess the level of reliability from the sample and the sampling method used. It reiterates the appropriateness when dealing with a process or real life activities in great depth. It also captures the emerging and eminent real issues in the organisation that could be tackled and bring about change (Noor, 2008)

3.2 Aim

The study aims to provide ways and means which the university can formulate and become strategies of ensuring that the University of KwaZulu-Natal, the Sport Administration Department can support students the best way. To assist the university maintain the standard to be a leader and the university of choice and continue to be a flagship of universities in Africa and internationally. From the perspective of being a support structure it involves a lot of extra work. Employees become parents, guardians, social workers, doctors to the students. This to a certain extent takes a toll so far as energy is concerned hence it is important to find a way of recognition and retention to these employees.

3.3 Objectives of the study

- To measure the impact of recognition in the workplace.
- To measure the effect of retention of good talent in the workplace.
- To measure the value this is added to the organisation by good employees.
- What systems can be put in place to keep good talent?
- To assist the organisation to recruit, attract and keep good productive employees.

3.3 Research Questions

The research questions were formatted in the manner that they would be able to measure the impact of recognition in the workplace. This would be clear on the experienced employees within the institution. It would allow the measure in effect of retention of good talent in the workplace. The research questions also provided a platform to measure value brought by employees to the institution. It also emphasized on the systems that could be put in place that will ensure that good talent is kept in the institution. It also opened a platform to the respondents and management what systems can be put in place to keep good talent and also what systems can be used to recruit, attract and keep good employees in the institution.

3.4 Location of the Study and Participants

The participants are located at the University of UKZN Sports Administration department which has four campuses, Howard College campus, Westville campus, Edgewood campus, and PMB campus. The Medical school is clustered together with the Howard College campus. The participants were 62 employees. They are all permanently employed.

3.4.1 The Location of the Study

The location of the study is the University of KwaZulu-Natal, the student support service which is sports administration. The campuses that took part in the study were:

1. Edgewood Campus
2. Howard College Campus
3. Westville Campus
4. Pietermaritzburg Campus

3.4.2 Sampling

All staff members of the sports administration department were given the access to the link those who have the computers in their offices. Those who do not work with the computers were given the hard copies and requested to fill in the questionnaire. The population is 62 for all four campuses. The support structure which the sports administration department falls under has 138 employees. These include counselling, clinic, and student governance. The study was strictly for the sports administration department.

3.5 Construction of the Research Instrument

The study used a questionnaire as the research instrument. The questionnaire was made up of 26 questions. The research instrument had 5 main sections from A to E. Section A was mainly

asking about the person himself/herself and the qualifications and about the familiarity of the facilities and usage of them in the respective campuses. Section B wanted to find out about competencies in the job that the employee is employed for. Section C dealt with the relationship between the employee and the immediate supervisor and if the employees are encouraged to come up with new suggestions. Section D dealt with communication and culture of the organisation. Section E which dealt with the strategies and suggestions in the form of input that the organisation can embark on to retain good talent.

3.6 Pretesting And Validation of Research Instrument

The questionnaire was tested on 62 staff members in the sports administration department of University of KwaZulu-Natal. All members are permanently employed. Pre-testing was done on the 15 staff members.

3.7 Reliability of Research Instrument

The research instrument is very reliable as all the staff members were explained the reasons why they were asked to assist by responding in the research. All employees asked to attend a briefing in a meeting at the Westville sports administration offices during a strategic meeting. The questionnaire was done via Chronbach Alpha testing. Each person was going to respond once and the system does not allow the individual to submit for the second time. The employees that had to be assisted by myself to upload their hard copies had to leave their copies with me and they are there for verification purposes and they can be given to the institution to be kept for confidentiality purpose.

3.8 Administering the Questionnaire

A total of 45 questionnaires were sent via email and those who did not have access to the email were given hard copies; they numbered 15. Respondents were asked to complete the questionnaires without delay and were reminded so that they were given enough time not to put them under pressure as well. Queries were addressed via email and on the hard copies there was only one concern that needed clarity and it was addressed positively and quickly. There were only two employees who did not respond to the questionnaire. As a result 60 questionnaires were completed giving a response rate of 96.77%.

3.9 Limitations

If we could have given the study to the contract employees it could have been extended to see how they feel from the time they are here and to get an extended perspective. There are only 10 employees who are on contract.

3.10 Ethical Considerations

It was crucial that the ethical clearance be received before this study could be conducted. The letter from the University of KwaZulu-Natal was received after they checked the questions and the motive behind the study and the population that it would be conducted on and the manner it would be conducted. Measures were taken to protect the autonomy of the respondents and to remove any fears of victimisation and to ensure that they give their honest opinion.

An informed consent form was given to the respondents that got the hard copy and the copy version was circulated to those on email as a proof that this was done in an ethical manner. The consent form is given in Appendix A.

3.11 Data Analysis

The data obtained from the respondents was analysed and the graphs were used in the form of presenting a clear picture.

3.12 Conclusion

The study used a questionnaire, administered to 45 staff members. It was pretested to prevent any ambiguity. The data was analysed using the software for Questionpro. The researcher believes that the applicable methods used for this study were reliable and valid for the collection of the relevant data. The next chapter will give a presentation of data and the applicable analysis.

CHAPTER 4-PRESENTATION OF RESULTS

4.1 Introduction

The previous chapters have been outlining the issues that make people perform to their best of their ability and strategies that could be implemented to encourage people to work harder and efficiently. This study has identified the Department of Sports Administration in the UKZN which is the main focus amongst other in student's support structure. The data was collected to verify the objectives and goals of the study, which were to:

- Measure the impact of recognition in the workplace.
- Measure the effect of retention of good talent in the workplace.
- Measure the value which is added to the business by good employees.
- Note what systems can be put in place to keep good talent.

This chapter of research methodology outlines the procedure that was followed in the collection of data. A questionnaire was constructed using close ended and open ended questions. All employees of the Department of Sports Administration in UKZN were properly informed on how and what the intention of the study was. They were also informed of the confidentiality that came with it and also informed about their consent.

4.1.1 Objective One (to measure the impact of recognition in the workplace)

Questions that were intended to address this objective were B3/B5/C1/C3/D1/E2.

B3 is finding out if the individual have ever be given an opportunity to run with projects where he / she can show his capabilities and can also show what he / she has been trained on. It is finding out if the employee is good enough and allowed an opportunity to lead and take control and be measured against that. This is a form of being recognized of the positive input you are having in the organisation and also recognition of the value you are adding on top of your key performance areas that you are measured against.

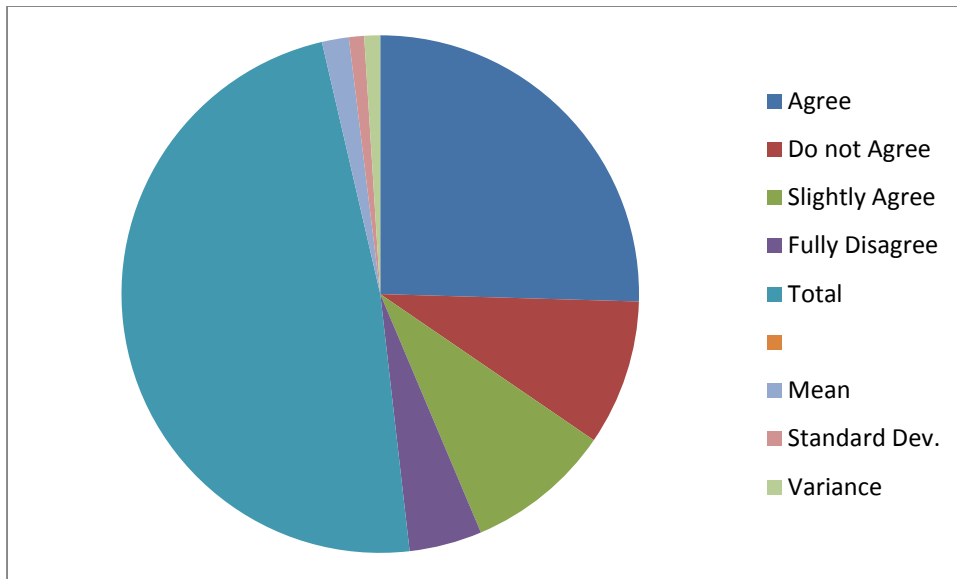
B5 finds out if the contribution of the employee is measured on a certain time frame and feedback given by the department and the institution. This allows the employee to assess himself / herself as to what needs are there where he or she will need to be assisted to improve and be a better employee. If the contribution is measured and the employee meets the criteria or excels that is where management should show forms of appreciation. This improves the productivity and effectiveness of the employee. Management can better focus on strategic

management. On finding out if the contribution is measured and feedback given, a total of 53 employees responded and 23 agree to this notion which gives us 43.4 % .Of the employees that do agree and this shows that almost half of the employees in the department are positive and management needs to do more. Only 11.32 % do not agree with this which is 6 employees who responded by not agreeing. 35.85 % slightly agrees with the statement which equates to 19 employees. Those that fully disagree were only 5 employees and this equates to 9.43 %.

C1/C3 tries to find out what is done to people who meet their daily or monthly targets. Employees feel good when their manager or supervisor gives a pat on the back or even circulates the appreciation via intranet and appreciation for the job well done. Some departments would go as far as taking out the employee for lunch when monthly targets are met. Major savings are made especially financially which can come in the form of maintaining the facilities and resources in a better manner thus spending less on repairs and replenishing.

D1/E2 these questions deals with cost saving suggestions and what role the experienced player can play. This is one form of recognition where the experienced employees who know the operations and the status of the institution can be given roles to come up with cost saving mechanisms. They play important roles like training new employees or creation of operating standards and taking positions in task teams. On the total of 53 respondents, only 9 do not give cost saving suggestions which is 16.98%. They were only 14 that rarely give suggestions which again, equates to 26.42%. There was 32.08% who sometimes give suggestions, which is 17 employees. 9 employees often give suggestions, which is 16.98%. Only 4 employees which always give suggestions which is 7.55%.

Figure 4.1.1 Objective One Questions



It is clear in the figure above that the majority of the employees are given individual projects and are appreciated by the department and the institution. There is a lesser number of employees that do not agree with this that they are given projects. This is also followed by the almost same percentage of people who slightly agree with this and very small percentage that fully disagrees.

The small number of those who disagree could be attributed to the fact that management cannot give everybody projects until they have shown a certain level of competence and even the new employees in the organisation are still being given the opportunity to understand the culture of the institution and learn the ropes from the experienced employees.

The mean is 2.11 and the standard deviation is 1.09 and the variance is 1.18.

4.1.2 Objective two (to measure the effect of retention of good talent in the workplace)

Questions that were intended to address this were:

B4/C4/D3/E3

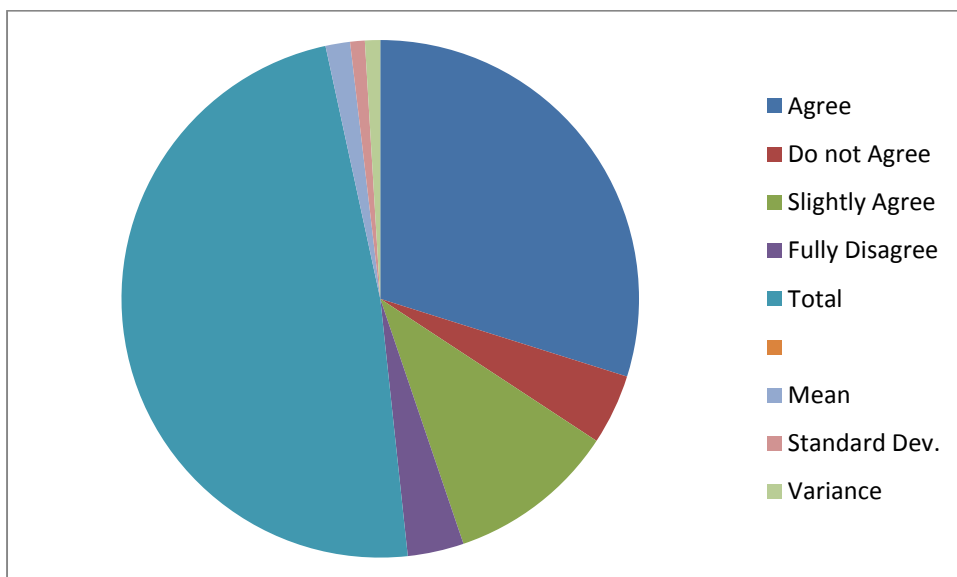
B4/C4 these questions find out if the employee is fully trained in his position and this implies that the employee fully understands what he / she is supposed to do and has been give the full support he / she deserves to perform excellently and can compete with any employee in the same position in the country or internationally. This in return translates to the effect it will have

on the employees and the retention of good talent. They will always come up with new ideas to do things differently and cost savings and innovative methods. They will do things which are efficient and effective and life changing to students and to the workforce in general. On the question that employees were fully trained in their positions, only 34 employees agreed, which translates to 61.82%. Only 5 employees did not agree with this and this is about 9.09%. Only 12 employees slightly agree, which is 21.82%. Only 4 employees who fully disagreed with the question and this was 7.71%.

The mean was 1.75 and the standard deviation was 1.04 and the variance was 1.08.

D3/E3 the effect of retention of good talent will be seen when the good talent is consulted when there are changes to be made so as not to affect them and the other working means. It also ensures that the succession planning is prepared and exercised carefully and efficiently so that good talent is retained and they feel that they are well taken care of by the institution and the department. Succession planning allows growth path in the institution and employees can be encouraged to work harder as there will be rewards for them to go and occupy higher positions in the organisation. The effect is that there are less uncertainties and people who are angry about the decisions management takes on employees as they understand and embrace the succession planning.

Figure 4.1.2 Objective Two Questions



The figure above clearly shows that the majority of the employees agree that they are fully trained in their work and they have the understanding of what is needed from them in terms of outputs. They are followed by people who slightly agree and these could be people who are still new in the organisation and who are unsure of how the trainings are carried out. Some may be on the job and others may require that individuals be taken for a certain period for training. These are then followed by a lesser number of the employees do not agree that they are fully trained. The least number goes to those who fully disagree. The causes for these could be that employees are being requested to do tasks that they have not been fully trained on. The manager and the supervisor feels the experience that the employees have should make them able to deliver. If employees have challenges the manager is always there to give support in order for the objective and tasks to be achieved. The experienced employees would work around new employees to transfer skills.

4.1.3 Objective three (to measure the value which is added to the business by good employees)

The questions that were intended for this objective are:

B1/ B2 /C2/ D1 /E1

B1 and B2 these questions find out if the employee's key performance areas are clearly identified and known by the employee and the daily target together with the monthly targets. When these are clear it allows the good employees to know exactly on what to perform excellently and where to seek for assistance in order to add value to the organisation. When the targets are clear it is easy for the employee to measure himself / herself as to how much value is he /she adding to the organisation. When it comes to the time of rating by the manager it is easy to measure as the key performance areas. They are clear and there is no ambiguity. The value added to the organisation is clear and it can be measured against something which will act as a standard which was agreed to at the beginning.

On the question of key performance being explained to the employees, only 32 employees agreed to that which is 62.75% out of 51 respondents. Only 6 employees did not agree with the question which is 11.76%. There were 12 employees who slightly agreed, which is 23.53%. There was an employee who fully disagreed with the question, which is 1.96%. Over half of the employees are fully trained on the duties and this is an indication that employees have done well on training people in their duties.

The mean was 1.65 and the standard deviation was 0.91. Lastly the variance was 0.83.

On the question of having monthly targets and daily targets there were 54 respondents and 28 agreed that they are given daily and monthly targets and this is 51.85%. There were 11 employees who did not agree, which is 20.37%. Only 14 employees who slightly agreed with this question and this was 25.93%. Only one fully disagreed with the question and this was 1.85%.

The mean was 1.78. The standard deviation was 0.82.

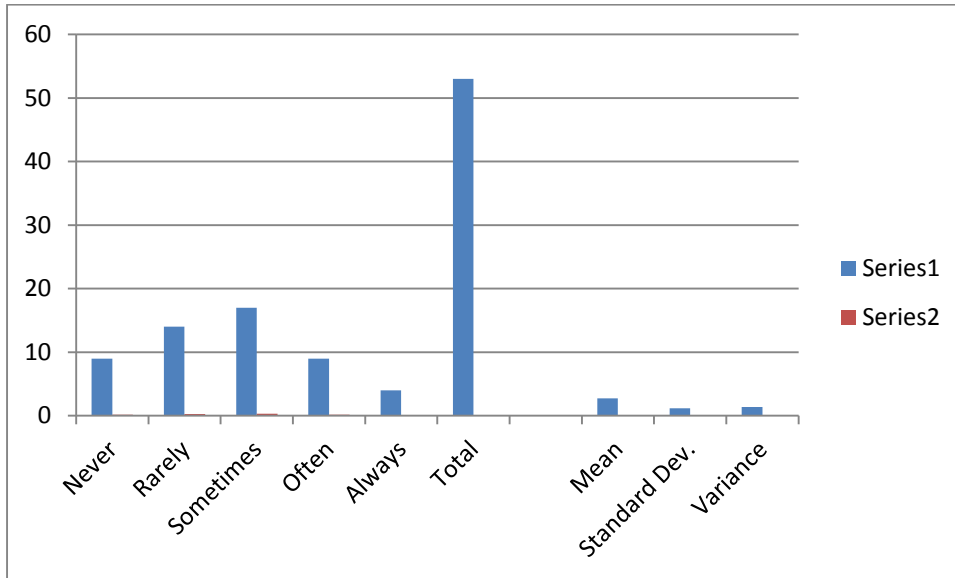
C2 clearly addresses the issue of working overtime to reach the daily and monthly targets. If the overtime is worked most of the time this speaks to employees having not met the desired targets at the desired time and thus requiring to work overtime. This could also mean that the conditions are not conducive enough and there is lack of planning and execution of the plan from the employees' side. This indicates that there will be no value added to the organisation as more time will be needed to finish tasks.

D1 this question finds out if the employee gives suggestions that are cost saving to the company /organisation. These when they are looked into and they are found to be good, their implementation can add value in the form of cost savings. You can have more funds in the reserves which can go to new projects or ensuring that the company operates on a positive budget and making profits. The cost saving suggestions shows the quality of employees in the department and it ensures that employees are motivated most of the time as their suggestions will be implemented and they will feel good about the value they are adding to the organisation. These can also improve on efficiency on how things are done and this makes doing one's job very easy. It keeps employees always wanting to give more than 100% in their jobs and keeps them motivated. Their spirits are always high in the work environment which keeps the culture of the organisation very good and positive. This will precipitate to the attitude of new employees to always work to achieve the best and this is the value any organisation would like to see.

There were 53 respondents on the question of giving cost saving suggestions to the department. There were only 9 employees who never give suggestions which is 16.98%. There were 14 employees who rarely give suggestions, which is 26.42%. There were only 9 employees who sometimes give suggestions, which is 16.98%. There were 4 employees who always give suggestions, which was 7.55%.

The mean was 2.72 and the standard deviation was 1.17. Lastly, the variance was 1.36.

Figure 4.1.3 Objective Three Questions



This shows that there is a greater number of employees who sometimes give the cost saving suggestions. This is a positive indication as it shows the balance on the tasks performed and shows that work is done has clear outcomes. It does not need employees to focus on giving new suggestions especially on cost as this has been done before. This is followed by those employees who rarely give cost saving suggestions, this could be attributed to the fact that their morale is low and they feel that their suggestions are not being taken seriously and they just need to do what is expected from them and that is all. The next set of people is those that often give these suggestions which are cost saving to the organisation. These could be the employees that are experienced and who are hungry for success and who want to move up the ladder. They see themselves as assets and who are passionate about their work. They value reward in the form of ensuring efficiency, having the understanding cost saved means more budget for projects. The department can grow in the form of getting more employees and achievements from the students who are participating in sports will be more, thus more students will perform very well academically and in sports. The employees that never give cost saving suggestions could be the employees who want to know if they save the money for the organisation will they get a share on it, if not they wonder why should they go and do it because the money does not come to them. It is thus the duty of the manager to ensure that they keep these employees

motivated and make them understand the bigger organisational picture as opposed to being self-centred especially in the service department of sports which gives support to the students.

4.1.4 Objective four (what systems can be put in place to keep good talent?)

The questions that were intended for this objective are:

C5/ D2/ D4/D5/ E4/ E5

C5 and D2 these questions want to address the responsibilities on meeting the expectations on the job and the feedback given by management on projects. When responsibilities link to the job and expectations it is easy to find a synergy and it could ensure that employees are kept in the workplace. When feedback on projects is given it could also come with the way forward in terms of the role the employees. This also ensures that the employee can see himself / herself in the organisation for longer periods to finish the legacy he / she has started and seeing his /her work being a success. The feedback can also be linked with performance bonuses and project achievements that could lead to the employees being the employee of the month/ employee of the year.

There were 54 respondents. 6 responded with never totalling 11.11%. Only 20 responded with rarely, which is 37.04%. There were 16 employees that responded with sometimes, which is 29.63%. There were only 5 who responded with often totalling is 9.26%. Those who responded by always were only 7 which is 12.96%.

The mean is 2.76 and the standard deviation is 1.18. The variance is 1.39.

D4 and D5-these questions find out if the employees do give suggestions to better the organisation in terms of new procedures. The way they treat employees or the way the organisation projects itself to the potential clients it creates an image for itself. This could attract more quality students, quality applicants, and potential investors and other stakeholders who might want to be key role players to make the institution a university of choice. On the question for suggestions to better the organisation there were 54 respondents and 11 employees never give suggestions which is 20.37%. 16 employees rarely give suggestions and that is 29.63%. There were 18 employees who sometimes give suggestions and this was 33.33%. Only 14.81% equates to employees who give suggestions. These are 8 employees. There was 1 employee who always gives suggestions which equates to 1.85%.

The mean was 2.48 and the standard deviation was 1.04. The variance was 1.08.

When employees are given flexi times after working overtime this could encourage the employees to feel they can plan their work and link it to their family lives. This is good especially to the Y generation that wants to do things in a different manner. They do not feel like they are contained or limited to look at things in a one dimension. Flexi times also prevent people from taking sick leave or getting stressed as they can plan for family time. This could prevent people taking leave all the time and ensure that people are at work most of the time. Again there were 54 respondents and 15 employees agree that they do get flexi times which is 28.30%. There was 19 employees who say they rarely get the flexi times which is 35.85%. Only 8 employees responded by sometimes which is 15.09% and also we had 8 employees who said they often get the flexi times which equates to 15.09%. There were only 3 employees who say the always get the flexi times which is 5.66 %

The mean was 2.34 and the standard deviation was 1.21 and the variance was 1.46.

E4 and E5- these questions are addressing the issue of trying to be in line with the top universities in the country in terms of excelling sporting students, good facilities, marketing the department of sports and attracting and keeping good employees. It addresses issues like being part of key tournament like the Varsity Cup, putting teams in federations so that they can compete with the best. Also taking the university closer to the communities and making people understand them better.

Making sure that our facilities are used by private companies for their programs, also forming partnerships with government and companies so that their programmes are sustainable. The department of sports should be well marketed by having apparel that is accessible to everybody at a cost price and this is putting the department in the face of people. Partnerships with the high schools and programs to give back in the community. Students and the employees to embark in the form of career guidance and awareness. They should assist NPO's in initiatives like Mandela day.

Also employees feel that if their salaries match those of the top universities so that they are not snatched by them. This would make the university to end up like a training centre for the top universities. Also, having an employee of the month. These make the employees feel very important and these could be linked with some form of incentives and also it could be taken to another level. Employees can be champions of certain projects and be given opportunities to travel with students to international tournaments for exposure and investing in employees so that they stay longer in the organisation.

4.2 Summary

In this chapter the questionnaire was used which had both open ended questions and close ended questions was used. This was gathering the information in terms of my population as to their experience in the organisation in terms of time and work and also in terms of their gender. Again the feelings on how management treats employees, performs certain things. Good talent will be retained as they will see the rewards of remaining with the organisation.

CHAPTER 5-ANALYSIS AND INTERPRETATION OF THE RESEARCH FINDINGS

5.1 Introduction

As explained in Chapter 1, this is the study that was undertaken to determine the impact of recognition on retention of good talent in the workplace. On the analysis it was evident that from the experience that the employees have in terms of years within the organisation, the recruitment, training, succession planning for growth and was important for the competitive advantage in the industry. To achieve this, a questionnaire was developed.

5.2 Analysis of the Questionnaire

The questionnaire had 5 sections which were divided in terms of quantitative and qualitative which could give a clear indication of what was needed. Only Section A had 6 questions and the other 4 Sections had 5 questions each.

Section A – General information about the respondent.

Section B – key performance areas and recognition.

Section C – rewarding.

Section D – succession planning and culture of the organisation.

Section E – Retention and recognition

5.2.1 Objective One – To Measure The Impact Of Recognition In The Workplace

The following table presents the results

Table 5.1: Key Performance Areas and Recognition

No.	Statement	Agree	Don't Agree	Slightly Agree	Fully Disagree	Totals
B1	Are your key performances areas clear to you?	32	6	12	1	51
B2	Do you have clear daily / monthly targets in your job?	28	11	14	1	54
B3	Are you given individual projects in your department?	28	10	10	5	53
B4	Are you fully trained in your position?	34	5	12	4	55
B5	Is your contribution measured and appreciated in the department / institution?	23	6	19	5	53

Analysis of the above table yields the following results:

From the above results on the key performance areas it is clear that the majority of the employees agree that their key performance areas are clear to them which will enable them to perform very well as they know what is expected from them. There was only one person who fully disagreed with the clarity on his/her key performance areas. On the individual projects that are given to the employees a majority of employees are given these which show that the management does give recognition on the competency and has confidence in their employees as they can make decisions on their own. The majority of employees are fully trained in their positions and only four disagree with being fully trained in their positions. Lastly, the contribution of the employees does get measured and appreciated as 23 of the employees agree with the statement. It is evident on this question that 19 employees slightly agree to this statement and only 5 disagree.

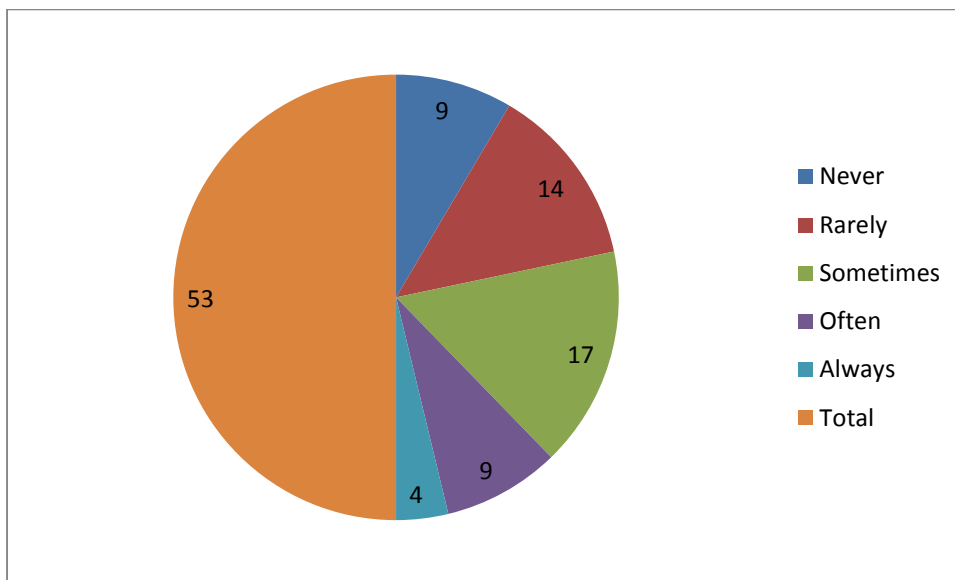
It is thus recommended that the training given to the employees be supplemented by mentorship, and team projects. This is where employees can share the skills and it will be easy to transfer the skills as it will be easy to identify the employees that are performing above the

rest. It is also evident that some respondents chose not to answer some of the questions. This could have been because the employees were not really sure if the question is directly linked to their scope of work. The other employees felt that it will expose who answered in a negative way as they believe management will have their hands in the research questionnaire. The least response on a question was B1 which is 82.25% on response rate.

5.2.2 Objective Two – To Measure the Effect of Retention of Good Talent in the Workplace.

The following figure shows the results and the interpretation follows:

Figure 5.1- Question 17 on giving cost saving suggestions to the Sports Administration Department.

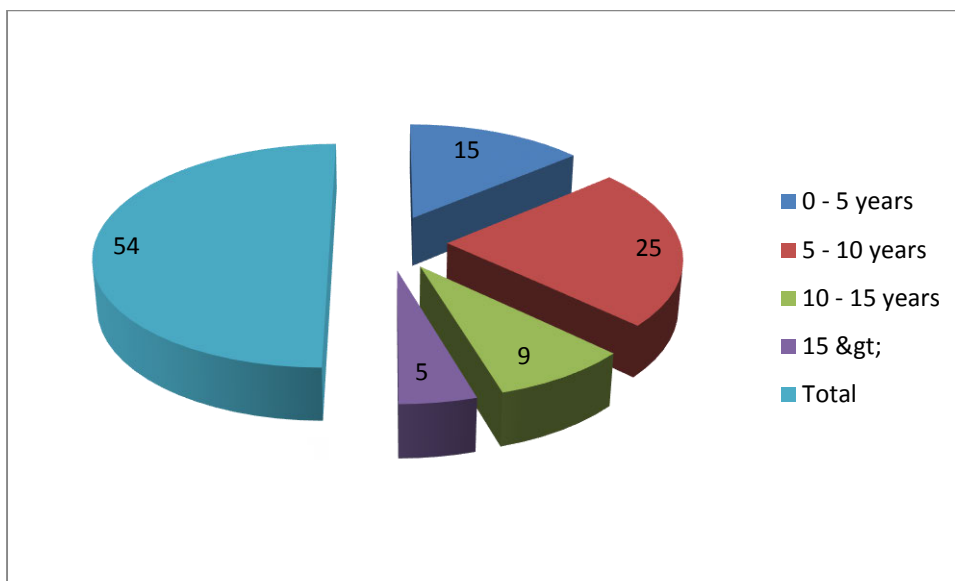


From the above pie chart it is clear that 9 employees often give cost saving suggestions to the department and they equate to 16.98%. Only four employees who always give these cost saving suggestions and this shows the level of people who understands the effect and impact that these suggestions have and they only equate to 7.55%. It is thus seen that only 17 employees will sometimes give the cost saving suggestions to the department and this equates to 32.08% and if these could be guided and retained could have a positive effect on the organisation. 14 employees rarely give the suggestions and this equates to 26.42%, this is followed by 9 employees who never give cost suggestions to the department and this equates to 16.98%. There is a clear distinction which is an equal number of employees who often give suggestions and those who never do.

It is thus recommended that the good talent be retained at work as this will reduce the burden of having to train new employees and having to deal with the high turnover. The morale is boosted when good talent is retained and solutions and good suggestion yields positive profits. It is also suggested that more efforts should be done to retain good talent as these will assist in transfer of skills and will give the organisation a competitive advantage against the competitors and other similar role players in the same industry.

5.2.2.1 The Duration The Employees Have In The Organisation

Figure 5.2 Years of service in the Sports Administration Department



There are 15 employees who have served in the period between

0 – 5 years and this is an indication that the organisation is an attractive one to the people who are looking for employment. This is also an indication and a potential to groom young employees, this equates to 27.78%. From 5 – 10 years of service there are 25 employees and this is a sign of stability and retention of good talent in the workplace. It also shows tons of experience and expertise that is within the organisation. There are 9 employees who have been with the organisation for 10 -15 years and this shows that middle management employees are abundant in this organisation. The employees have confidence in the organisation and it shows that it retains and treats well the good talent and makes them feel like assets in the organisation and this is 16.67%.The employees that have the wealth of experience and who have served the organisation for 15 years and above are only five. This is a good sign as it shows that employees are willing to retire in this organisation. This is only 9.26% and it's a good sign for the

institution. Information and transfer of skill will be done in a good manner as these retained employees feel good about the organisation as they have stayed for so long.

It can be recommended that an organogram and a structure with high levels should be implemented. This will ensure that experienced workers and the good talent can work their way up in the organisation. This ensures that management is of good quality as in touch of what is happening in the lower levels. The morale will be boosted as employees will have a vision and a place for growth in the organisation. Again it is clear that only 54 employees were comfortable in revealing how long they have been with the institution .There could be various reasons why the respondents chose not to state how long they have been with the organisation. The response rate was 87.09%.

5.2.3 Objective Three- To Measure the Value Which Is Added To Business by Good Employees.

Table 5.2 measure of value added by good employees to business

No.	Statement	Never	Rarely	Sometimes	Often	Always	Totals
D2	Do you get feedback from management on your projects?	6	20	16	5	7	54

Analysis of the above table yields the following results:

There are 7 employees who always get feedback from management on their projects. This speaks volumes as it shows that management sees value in the work that was done, whether it is positive or negative feedback and the employees know exactly where to improve and it equates to 12.96%.We also have five employees who often get feedback and this could be because management sometimes is held on strategic issues and other bigger things and take time to give feedback as always as they would like to hence they give it often and this is 9.26%.There is a large number of employees who get the feedback sometimes. This also gives an indication of the value that you add to the organisation. This could be caused by the amount of effort that management deems was put in executing the project. It also could be projects that are still piloted and which do not yield much profit or are not the core of the business of the organisation and this is 29.63%.There are 20 employees who rarely get feedback from management. There are lots of reasons that could cause this and one of them could be that management does not have time planned for giving feedback and they wait for times during

appraisals. The organisation is huge and the student support, especially sport department is taken like a department where students are always happy to perform and the staff always ensures that they deliver and management may take for granted that they know that they are performing. This is 37.04% and it is really a large number of employees which could be taken care of and be seen as adding value to the organisation. There are only 6 employees that never get feedback from management. This could be because they are still new in the organisation and they are encouraged to work with someone in a project to gain experience and management thinks that the senior staff members will give feedback and this equates to 11.11%.

It is recommended that there must be clear procedures by management as to how they will give feedback and how often. The continuous engagements with employees in set forums could help make the employees measure the value they add to the organisation.

5.2.4 Objective Four – What Systems Can Be Put In Place To Keep Good Talent.

5.2.4.1 Motivating Employees

The employees can be kept motivated by introducing performance bonuses. There could be incentives on the vouchers for an employee of the year. Take employees out on a paid holiday maybe to a Kruger National Park or a return ticket for the employee and a partner to Johannesburg. If employees get free uniforms and remissions for staff members to study fields of their choice. This can enhance their levels of education and thus add value to the organisation.

5.2.4.2 Roles of Employees at Different Levels

Employees should be given challenging roles at different levels. To become a team coordinator, project leader, team leader goes a long way as it comes with a certain level of responsibility and it ensures that employees develop the understanding of each other's potential.

5.2.4.3 Processes in Place

There should be a succession process that is in place. It should be very clear and be understandable and also be achievable so that employees can strive for success and also do not think of leaving but making a brighter future in the organisation.

5.2.4.4 Attractive Pay Structure

The employees are kept and remain at their organisations by the good pay structure. It must allow for increments and a market related salary so that the employee can be in a position to deal with the standard of living and be able to have a better future for his / her children. The

pay structure should not keep the employee in one grade for long meaning that the minimum and maximum in a grade should not be too big.

It is thus recommended that the organisation should research what are other universities doing to keep their employees happy and also have more team buildings as these help to allow employees to voice out how they feel about the organisation and the management in general.

5.3 Summary

The purpose of this chapter was to present, analyse, and interpret the research findings. The data was summarised in the manner that gave the indication on the important things that will add value and assist the organisation to move forward and grow. Issues that were key in the data analysis judging from the responses were:

- Better pay
- Recognition
- job security
- flexibility at work
- adequate training on the job
- attracting good talent to be recruited
- organisational culture
- value added to the organisation
- systems to be put in place

The analysis also showed that there are areas where the organisation needs to do a lot to ensure that employees perform to their best and are compensated well for their efforts. The analysis also showed that the management has a bigger role to play in order to be a link between the employees at all levels and to build an organizational culture that is globally liked and regarded as a premier brand. The management needs to find harmony between the expectations of the employees and what the organisation can offer. The analysis clearly highlighted what the employees would want to see being done by the organisation and their management in terms of procedures, terms and conditions and the salary pay at the end of the month.

CHAPTER 6-RECOMMENDATIONS and CONCLUSIONS

6.1 Introduction

This is the chapter where the summary, the recommendations and the conclusions of the research will be found. The objectives that were presented in Chapter 1 and the findings during the study will find a solution to the problem statement. The main aim is to find ways and means to improve productivity and performance through recognition of good employees and actually retaining them to grow the organisation and have a competitive advantage on the human capital and outcomes globally. The objectives were achieved as presented in 6.2

6.2 Were the Objectives Answered?

The following objectives were achieved using the research instrument for the study.

6.2.1 Objective 1: To measure the impact of recognition in the workplace

Clarity on key performance areas

Out of all the staff members that answered the questions, the majority of the employees feel that the key performance areas were clear to them. This showed that the employees knew what they were supposed to do in order for them to perform. It was 62.75% who agreed with the statement and 23.53% that slightly agreed. This showed that 86.28% of the workforce is clear on their key performance areas which will translate to motivated employees to do their work because they know exactly what to do. Should these employees meet their targets and be recognised for their good work it would be easy to motivate them to perform higher than what they are expected to do and chances of making mistakes will be limited. According to Dhamodharan, when key performance areas are clear they have an indirect manner to boost the self-esteem of the individual to perform to their best and thus requires the supervisor to realise that and give recognition accordingly (Dhamodharan and Elayaraja, 2014).

In the sports administration department only 1.96% fully disagreed with the statement that they are clear with their key performance areas. The reason was that, this was the only employee who was still new in the organisation and who was still trying to understand how the organisation operates. This could not be associated with the fact that the management did not inform or did not care about the employee. There were 11.76% who did not agree with the statement. This also shows that there are a few employees who are not clear and the organisation has measures in place to assist the employees by having reviews quarterly and half yearly trainings for all the employees to ensure and increase competency in the workforce.

Individual projects

The individual projects are normally given to employees who have shown a high level of competency and management can have confidence that they will deliver. They are also given to employees who have a high level of working under no supervision and also deliver. The morale of the employee is boosted by being given such projects which make the individual grow in the organisation and feel that he or she is treated like an asset to the organisation. They can also serve as a stepping stone for employees to given opportunities to be team leaders because their results and efforts are known to be the best in the organisation. This could be one form of recognition by extending the responsibilities of an employee(Harrison, 2013). On the employees that responded,52.83% agree with the statement that they are given the individual projects.18.87% slightly agrees with the statement which makes it 71.7% of the employees agree with the statement and this shows a healthy state of confidence shown by management to its employees and actually some form of recognition is given to a greater part. There was 9.43% that fully disagreed with the statement and 18.87% that does not agree with the statement. The management has some work to do to ensure that these employees are given the recognition they deserve. If this is not addressed the rate of turnover will definitely increase as unhappy employees turn to look for green pastures. When this is addressed employees will not want to leave their projects as they take them as their legacy so this addresses the issue of retention of good talent in the workplace.

Full training in the position

According to Tang, training in a position is key to the success of the organisation. It does not only entail that one will be trained on what to be done but sharing of past experiences, impacting knowledge and confidence to the employee. The relationship between the employee and the immediate supervisor is key as it allows the employee to be open about what he/she knows and the strong points and weakness are easily exposed(Tang and Tang, 2012). There were 61.82% who agree with the statement that they were fully trained in their positions.21.82% slightly agrees with the statement. This was a healthy condition in the organisation where 83.64% are fully trained in their positions. There were 7.27% that fully disagreed with the statement and 9.09% that did not agree with the statement. This shows 16.32% of the employees disagrees with the statement. It was clear that the organisation was committed to training the employees it has in its workforce. The investment in terms of finance

that is put to training one individual is so huge, which is why the organisation was making sure that it keeps the employees it has and they are happy to be part of the organisation.

Contribution measured and appreciated in the department

Every employee's contribution is vital in the department because it assists the students to perform better academically as it is a student support. Only 43.40% employees agreed with the statement that their contribution was measured and appreciated in the department. They felt like it was expected of them to do the job anyway and this made them feel not appreciated. 35.85% slightly agreed with the statement. This shows how much people need to be appreciated with their contribution because they feel they had passion and ambition as they are doing their jobs that one day they will be rewarded by something big in the organisation. 9.43% fully disagreed with the statement and this is a challenge to the management and they ensure that all employees are made to feel that their contribution is valued all times. This creates a healthy environment in the organisation and it filters through to the internal stakeholders and external stakeholders. It eventually leads to attracting the best employees because they believe that the culture of the organisation is the best.

6.2.2 Objective 2: To measure the effect of retention of good talent in the workplace

Coming up with new ideas in the department

Most employees agreed that they are encouraged to come up with new ideas that will take the organisation far. The department always encourages employees to come up with ideas that will make the department efficient and they should be implemented. The ideas should be given the attention they deserve because this is where employees find courage to come up with more ideas. The manner that the employees are informed when their ideas are great or not is vital. It showed how the organisation or department cared about the effort they had put in coming up with the idea. The employees felt valued when their ideas are implemented and discussed in the forum with other employees. This increases their self-esteem and they feel valuable.

Consulted when there are changes in the organisation

Only 1% answered by saying that they are consulted when there are changes in the organisation. Only 5.56% answered it often happens that they are consulted. There are 50% that answered that they were sometimes informed about changes. This shows that there is a lack with management as the employees felt that changes were made for them not with them. They felt like being objects rather than employees of the organisation. When changes are made that affect

the employees they need to be part of them so that they can come up with solutions as this could affect their family lives. 14.87% said they were never consulted and 27.8% said they rarely got consulted when changes were made.

Reorganisation in the companies and in the department could affect the performance and stability of the employees. It is good for organisations to do change management as it is a vital part of the long term vision of the organisation and it gives light as to where the organisation is going.

Succession planning in the University

The majority of the employees felt that the succession planning for the university was bad and poor and it is unclear. The employees when they are uncertain about their future will always want to look for greener pastures. According to Oladapo, most organisations have a proper succession plan that is clear to follow. This ensures that employees see transparency from the employer and they feel they can stay with the organisation that appreciates them and has a clear career pathway (Oladapo, 2014).

According to AHMADI the successful companies will make the employees embrace the succession planning as this could be one way it secures a future for them in the organisation. It also serves as an assurance that the organisation has a long term plan for its workers and they are not only looking for profits (Ahmadi et al., 2012).

The employees were not happy about the succession planning that is not clear and that was not discussed with them. The employees felt that the employer preferred employees from outside rather than from within the organisation. This was interpreted as the company not having confidence in them.

6.2.3 Objective 3: To measure the value which is added to business by good employees

Feedback from management on your projects

There is a greater percentage that did not get feedback from management on their projects. There is 37.04% that rarely gets feedback. This is a major downfall of the organisation as employees feel their inputs are not valued or there are employees who are more important than others. 11.11% answered by saying they never get feedback at all. There is a split of 38% of people who felt they do get feedback sometimes and often get it. This simply means management needs to design a way of communicating back to the employees. It could be an

electronic format or meeting on one to one with the employees to discuss matters on the projects. It could be engaging team leaders or supervisors to give feedback. It can be done in the form of communication via newsletter or intranet in the organisation.

6.2.4 Objective 4: what systems can be put in place to keep good talent?

Motivating employees

According to ALI, employees need to have things that matter the most to their lives taken care of, and these come in the form of performance bonuses, safety bonuses, bonuses linked to achievement academically or new inventions and innovations (Ali and Ahmed, 2009). Rewards in the form of floating trophies, pictures and articles written about the employee's achievement in the organisation's newsletter (Anastasia and Jauhar, 2015). Amongst other things it was found that the employees would be happy to have a competition for an employee of the year. They could be sent on a trip with family paid for by the organisation for the sacrifice that the employee has done throughout the year.

6.3 Recommendations to Solve the Research Problem

With the light of the findings of the study and the review of literature the following recommendations were found:

- Employee and employer relations should be improved at all times and they should be reviewed more often to ensure that both parties are happy.
- There must be transparency in how employees are rewarded for any performance in the organisation.
- Employees should be remunerated on a market related salary and to match what the competitors in the same industry are paying.
- More training should be focused on all levels in the organisation from the low level to the top management so that everyone shares the same vision.
- There should be more incentives for the employees to choose the organisation as it gives them what satisfies their needs.
- Qualification and competencies should be evaluated and rewarded accordingly to encourage employees to empower themselves.
- 360 degrees reviews should be encouraged so that managers can be evaluated by their subordinates.
- Resources to assist employees in reaching their daily targets should be improved.

- Culture of the organisation should be good to improve on the image and brand of the organisation.
- Introducing new policies like emotional intelligence would help a lot as employees would feel taken care of by the employer.
- Training managers and supervisors on interpersonal skills.
- Having company benefits like the nursery, company travel assistance, and good housing scheme.
- Promotion policy that is followed by a clear succession policy.
- Clear short term, mid-term and long- term goals of the organisation.

6.4 Limitations of the Study

The department of sport administration has offices all over four campuses and it is very difficult to get all the employees and to have uniformity in operating standards is difficult as they have their own ways of making things happen and procedures that suit them better. There are 62 employees in the department but to get hold of them was a difficult task as they are working in offices located in different buildings. In Edgewood campus they are found in the dining hall, at Westville they are found at the sports complex building, at Howard college campus they are found at the sports union building and at PMB they are found at the sports union house.

6.5 Recommendations for the Future Study

In the future it might be better that the study be conducted in a conducive environment and convenient as well. The following may need to be considered:

- Score cards can be introduced as a contract basis point that needs to be done to determine recognition of the employee.
- Criteria to be in place on what needs to be achieved for someone to get recognition.
- Policy that has clear guidelines on how to evaluate employees with disabilities and those who do not have it.
- Role to be played by the experienced employees in the organisation to add value to the new employees.

6.6 Suggestions for Further Research

It was thus suggested that score cards should be introduced early when the employees are new in the organisation. This would help them understand what is needed and where

they should improve. Employees should be encouraged to participate in the organisations initiatives via intranet where it is easy to use as most of the employees use computers. Managers should be measured for their performance by their subordinates and feedback will assist the employer to ensure that employees are given proper support to perform and get proper recognition for their efforts.

6.7 Summary

The issue of recognition on employees is a critical one globally and strategies to retain good talent are the key to a successful organisation. As it has been shown in the literature review and the study has shown that employees need to be recognised accordingly on their good work they do in organisations. It is important that companies invest and pay attention to recognition as it has a serious impact on many things like the rate of turnover. It would be wise that organisation's keeping long serving employees in the form of retaining them. The objectives of the study have been achieved and recommendations made and the area of further studies has been shown.

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8 Appendices

Appendix 1-Cover Letter and consent form



Dear Respondent,

MBA Research Project

Researcher: Zwelithethindaba Adam Sapula (0832431218)

Email Address: sapulaz@ukzn.ac.za

Supervisor: Dr. Elias Munapo (0027 31 260 8943)

Email Address: munapoe@ukzn.ac.za

Research Office: Mrs Zarina Bullyraj (0027 31 260 1615)

Email Address: bullyraj@ukzn.ac.za

I, Zwelithethindaba Adam Sapula, (Student Number: 209539997), an MBA student at the Graduate School of Business and Leadership, of the University of KwaZulu-Natal, and also working as Senior Sport Officer at University of KwaZulu-Natal invite you to participate in a research project entitled:

“impact of recognition on retention of good talent in the workplace”.

The Purpose of the Study: The study is undertaken to find out the impact that organisations and companies go under in ensuring that they get the quality employees and the extent to which they go to keep them as they have invested in them and what they would do to remain competitive in the market. This would be achieved by:

- 1) Measuring the impact of recognition in the workplace on employees.
- 2) Measuring the effect of retention of good talent in the workplace.
- 3) Measuring the value which is added by the employees to the business.
- 4) Find out what systems can be put in place to keep good talent.

Through your participation I hope that solutions to the issues that employees have and challenges in the workplace will be found. I also hope that I will have recommendations that would be used to better the organisation as the needs of the employees and the expectations of the employer would be clear.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequences. There would be no monetary gain emanating from participating in this research. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, University of KwaZulu-Natal.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor, the details of which are listed above.

The survey should take about 15 – 20 minutes to complete. I hope you will take some of your precious time to complete.

Sincerely

Student/Researcher Signature:

Date:

.....

This page is to be retained by the participant.



Dear Respondent,

MBA Research Project

Researcher: Zwelithethindaba Adam Sapula (0832431218)

Email Address: sapulaz@ukzn.ac.za

Supervisor: Dr. Elias Munapo (0027 31 260 8943)

Email Address: munapoe@ukzn.ac.za

Research Office: Mrs Zarina Bullyraj (0027 31 260 1615)

Email Address: bullyraj@ukzn.ac.za

Research Project Title:

“Impact Of Recognition On Retention Of Good Talent In The Workplace”.

CONSENT

I

.....
..... (Full names of participant)

Working for
.....
(Full company name)

Hereby confirm that I fully understand the contents of this document and the nature of the research project and I consent fully to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT:
.....

DATE.....

Appendix 2-Survey questionnaire

RESEARCH QUESTIONNAIRE SECTION A

Please tick the option representing the appropriate responses for you in respect of the following items.

A1

Your age

20 - 25		26 - 35		36 - 50		51 - 65		Over 65	
---------	--	---------	--	---------	--	---------	--	---------	--

A2

What is your gender?

Female		Male	
--------	--	------	--

A3

What is the highest level of formal education you have completed?

High School	
College Qualification	
Diploma	
Degree	
Post-Graduate	

A4

What is your marital status?

Single	
Married	
Widowed	
Separated / Divorced	

A5

How long have you been with the institution?

0 - 5years		5 – 10 years		10 – 15 years		15 years and over	
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A6

Do you use all the entertainment facilities in the institution?

Yes	
No	

SECTION B

Please indicate your option on the following statements

No.	Statement	Agree	Don't Agree	Slightly Agree	Fully Disagree
B1	Are your key performances areas clear to you?				
B2	Do you have clear daily / monthly targets in your job?				
B3	Are you given individual projects in your department?				
B4	Are you fully trained in your position?				
B5	Is your contribution measured and appreciated in the department / institution?				

SECTION C

Please provide your opinion on the following:

C1 What is done to the people who reach their daily / monthly targets?

.....

.....

.....

.....

C2 Do you work overtime to reach daily / monthly targets?

.....

.....

.....

.....

C3 How do you feel when your input is valued by your manager?

.....
.....
.....
.....

C4 Are you encouraged to come up with new ideas in your department?

.....
.....
.....
.....

C5 Do your responsibilities meet your expectations in your job?

.....
.....
.....
.....

SECTION D

Indicate your option on frequency of the following:

No.	Statement	Never	Rarely	Sometimes	Often	Always
D1	Do you give suggestions that are cost saving to the department?					
D2	Do you get feedback from management on your projects?					
D3	Do you get consulted when there are changes in the organisation?					
D4	Do you give management your suggestions to better the organisation?					
D5	Do you get flexi time after working overtime?					

SECTION E

Please provide your opinion on the following:

E1 What can the University do to keep employees motivated?

.....

E2 What role can experienced employees play to grow the University?

.....

E3 What do you think of the succession planning in the University?

.....
.....
.....

E4 What can the University do to be in the same line as University of Stellenbosch /UWC / UJ /UP?

.....
.....
.....

E5 Do you think having employee of the month / of the year can motivate the employees to be productive and creative?

.....
.....
.....
.....

Thank you very much for participating in this questionnaire

Appendix 3 Ethical Clearance



23 March 2015

Mr Zwelithethindaba Adam Sapula (209539997)
Graduate School of Business and Leadership
Westville Campus

Dear Mr Sapula,

Protocol reference number: HSS/0136/015M

Project title: Impact of recognition on retention of good talent in the workplace

Full Approval – Expedited Approval

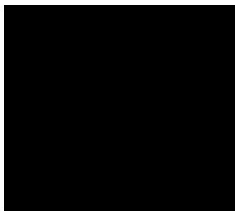
With regards to your application received on 09 March 2015. The documents submitted have been accepted by the Humanities & Social Sciences Research Ethics Committee and FULL APPROVAL for the protocol has been granted.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

Please note: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.



Cc Supervisor: Dr Elias Munapo
Cc Academic Leader Research: Mr M Hoque
Cc School Administrator: Ms Zarina Bullyraj / Ms Gina Mshengu

Humanities & Social Sciences Research Ethics Committee
Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

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Appendix 4 Turnitin Report

Turnitin

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CHAPTER 1-INTRODUCTION 1.0

INTRODUCTION It has become evident that in today's organisations, especially at the workplace, employees need to be constantly motivated in order to improve productivity. It has also become noticeable that there is great impact in terms of recognizing good talent in the workplace and actually retaining this as companies are recruiting the best employees globally (Bradler et al., 2013). It is the culture of the organisation that it shapes the response of the employees. The management requires employees to do things the way they are supposed to be done so that the company reach its desired goals. Good talent is retained in most companies and at the University of KwaZulu-Natal(UKZN) Sports Administration by offering employees incentives that are not found in other companies, which makes working for this organisation lucrative. The management leading the organisation has in-depth knowledge of the culture of the organisation and they possess good management and leadership skills to assist and enhance the performance of the employees. Succession planning is a critical issue as employees want to see themselves progressing in the organisation as they feel that they are able to add value when they progress up the ladder. This also enhances innovative ideas and creates an environment of contented employees and where potential employees are always looking for an opportunity to join the organisation. The performance appraisals are clear as to what is expected from the

- 1 < 1% match (publications) 
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