

UNIVERSITY OF KWAZULU-NATAL

Impact of talent management processes on organizational productivity in the banking industry

Phumzile Ngcobo

Student No: 204518598

A dissertation submitted in partial fulfilment of the requirements for the degree of
Master of Business Administration

Graduate School of Business & Leadership
College of Law and Management Studies

Supervisor: Professor Ana Martins

2019

DECLARATION

IPhumzile Ngcobo..... declare that:

- The research reported in this thesis, except where otherwise indicated, is my original work.
- This thesis has not been submitted for any degree or examination at any other university.
- This thesis does not contain other persons' data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.
- This thesis does not contain other persons' writing, unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted, then:
 - a) their words have been re-written but the general information attributed to them has been referenced;
 - b) where their exact words have been used, their writing has been placed inside quotation marks, and referenced.
 - c) Where I have reproduced a publication of which I am author, co-author or editor, I have indicated in detail which part of the publication was actually written by myself alone and have fully referenced such publications.
 - d) This thesis does not contain text, graphics or tables copied and pasted from the Internet, unless specifically acknowledged, and the source being detailed in the thesis and in the References sections.

Signed:

Acknowledgements

I would like to express my sincere gratitude and appreciation to the following individuals, without whose assistance, this study would not have been possible:

- My Supervisor, Prof. Ana Martins, for her guidance, support and encouragement and to all the people whose assistance was a milestone in the successful completion of this project
- Nedbank for giving me this opportunity to conduct a research and all the participants who took part in this research
- My family for their great love and continuous support. Their encouragement kept me going on
- My colleagues and friends who have given their invaluable support and assistance

ABSTRACT

This study centred on exploring the influence of talent and its administration on the functioning of employees of the Nedbank Division of Private Wealth in the Western Cape Province, as well as the organisational retention strategies put in place. The main problem revolved around the inability of the Banking sector in the country, the Nedbank Wealth Cluster inclusive to entice, accomplish and preserve talented workers that perform effectively, exacerbating the encounters of overall organisational productivity. The principal determination of the case study was to identify the retention strategies that were previously being utilised at Nedbank Wealth Cluster; to determine the impact of talent management on worker productivity; to unearth other aspects that could contribute in conducting the enhanced worker productivity and to suggest what improvements could be made on the strategies to retain workers. This research used quantitative design. The intended audience for this case study comprised of workers that qualified for some career development in various professions of Nedbank Wealth in the Western Cape which had 2032 workers. The respondents were personally served with the questionnaire by the researcher. Upon completion, the researcher collected back 300 questionnaires that constituted a 93% response rate. Data was analysed and the statistical results were represented in frequency tables and bar charts. The outcome of the case study revealed that talent management had an influence on the performance of workers at Nedbank Wealth in the Western Cape Province. The results also indicated that a strong correlation existed between retention strategies and talent management at the Division. The study recommends that Nedbank Wealth Cluster in the Western Cape needs to regularly and adequately train its workers; update and improve the retention strategies; revise its personnel policies; adequately resource employees; and reward them for high performance. Suggestions for further future studies concluded the study.

Keywords: Employee Development, Performance, Retention, Tacit Knowledge worker.

TABLE OF CONTENTS

Description	Page
Title Page	i
Declaration	ii
Acknowledgements	iii
Abstract	iv
Table of Contents	v
List of Figures.....	ix
List of Tables.....	x
CHAPTER ONE: INTRODUCTION AND STUDY OVERVIEW	1
1.1 Introduction	1
1.2 Statement of the Problem	2
1.3 Aim of the Research	2
1.4 Research Questions	2
1.5 Research Objectives.....	3
1.6 Significance of the Study	3
1.7 Focus and Scope of Research.....	3
1.8 Input of the Study	3
1.9 Research Methodology and Design	4
1.10 Key Terms Definitions.....	5
1.10.1 Employee Performance.....	5
1.10.2 Talent Administration	5
1.10.3 Retention Strategies	5
1.11 Outline of Chapters.....	6
1.12 Conclusion.....	6
CHAPTER TWO: LITERATURE REVIEW.....	7
2.1 Introduction	7
2.2 Conceptualisation of the Concept of Talent.....	7
2.2.1 Talent Management Defined	8
2.2.2 Motivation For Talent Management Mindsets.....	9
2.2.3 Theoretical Perspectives on Talent Management.....	10
2.3 Executing Talent Management	12
2.3.1 The Talent Administration Process	13
2.3.1.1 Stage 1: Grasping what talent exist.....	14
2.3.1.2 Stage 2: Acquisition of talent.....	15

2.3.1.3	Stage 3: New employee onboarding	17
2.3.1.4	Stage 4: Training and development stage.....	17
2.3.1.5	Stage 5: Performance management	17
2.3.1.6	Stage 6: Employee Monitoring and evaluation	18
2.4	Retention of Employees and Strategies for Managing Talent for Improved Performance of Workers in Public Organisations.....	18
2.4.1	The management succession plan.....	19
2.4.2	Coaching of new organisational employees	20
2.4.3	Use of creative assignments	20
2.4.4	Developing talent.....	20
2.4.5	Leadership development.....	21
2.5	Talent Administration in The Public Sector.....	21
2.6	Talent Management Implementation Challenges	22
2.7	Talent Management Impact on Performance of Workers	23
2.8	Worker Performance.....	23
2.8.1	Forms of worker performance.....	23
2.8.2	Measuring staff performance	23
2.9	Drivers for Employee Performance	25
2.10	Enhancing Employee Performance.....	27
2.11	Talent Retention within Organisations.....	27
2.12	Management of Talent And Worker Retention Strategies Relationship	27
2.13	Driving Factors for Employee Retention.....	27
2.13.1	Packages and employee rewards.....	28
2.13.2	Communication.....	28
2.13.3	Management of employee performance.....	28
2.13.4	Organisation size.....	29
2.13.5	Employee training and development	29
2.13.6	Employee supervisor support.....	29
2.14	Causes for Worker Turnover	29
2.15	Employee Retention Strategies.....	30
2.15.1	Reward of monetary nature.....	31
2.15.2	Investing in careers	31
2.15.3	Fostering organisational loyalty.....	32
2.15.4	Conduct of employee opinion surveys	32
2.15.5	Exit interviews	32
2.15.6	Internal deployment and promotion.....	32
2.16	The Need for Retention Strategies to Retain Employees	33
2.16.1	Retaining competencies and their knowledge.....	33
2.16.2	Retention of scarce resources.....	34

2.16.3	Retaining critical investment	34
2.16.4	Retention of the tacit knowledge worker	34
2.16.5	Ensuring organisational stability.....	34
2.16.6	Future leadership retention	35
2.17	Key Retention Implementation Strategies Practices.....	35
2.18	Conclusion.....	36
CHAPTER THREE: RESEARCH METHODOLOGY AND DESIGN.....		37
3.1	Introduction.....	37
3.1.1	Research Aim	37
3.1.2	Study Sub-Questions.....	37
3.1.3	Research Objectives.....	37
3.2	The Research Design	38
3.2.1	Research Design Types.....	38
3.2.2	Qualitative research design	38
3.2.3	Quantitative research design.....	39
3.2.4	Mixed method research design	39
3.3	Primary Data.....	39
3.4	Secondary Data	39
3.5	Target Population	40
3.6	Sample and Sampling Technique	40
3.6.1	Probability sampling method	40
3.6.2	Non-probability method of sampling.....	40
3.7	The Methods of Data Collection.....	41
3.8	Construction of the Instrument	43
3.8.1	Measuring instrument.....	44
3.8.2	Qualities of reasonably good questionnaires	44
3.8.3	Pros of use of questionnaires	44
3.8.4	Disadvantages of a questionnaire	45
3.8.5	Final questionnaire overview	45
3.9	Reliability and Validity of the Questionnaires.....	45
3.9.1	Characteristics of validity	45
3.9.2	Reliability characteristics	46
3.10	Pilot Study Purpose in Research.....	47
3.11	Procedure for Administration of the Questionnaire	47
3.12	Need for Ethical Consideration	47
3.13	Data Analysis	48
3.14	Conclusion.....	48
CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF RESULTS		49

4.1	Introduction	49
4.2	The Demographic Characteristics of Participants.....	49
4.2.1	The Ages and Gender of Participants	49
4.2.2	Educational Levels Obtained by Participants.....	50
4.2.3	Service Tenure of Respondents	51
4.3	The Descriptive Statistical Analysis.....	52
4.3.1	The Talent Management Descriptive Analysis	52
4.3.2	Employee Performance Descriptively Analysed.....	56
4.3.3	Retention Strategies Descriptively Analysed	59
4.4	The Study Limitations	62
4.5	Conclusion	62
CHAPTER FIVE: DISCUSSION OF THE RESULTS.....		63
5.1	Introduction	63
5.2	Descpritive Statistics.....	63
5.2.1	Talent Management	63
5.2.2	Employee Performance.....	66
5.2.3	Retention Strategies	70
5.3	Limitations of the Study.....	73
5.4	Conclusion	73
CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS.....		74
6.1	Introduction	74
6.2	Conclusion of the Study	74
6.3	Implications of the Study	77
6.4	Recommendations for Managers of the Organisation	77
6.5	Recommendations for Future Study	78
6.6	Summary.....	78
REFERENCES.....		80
APPENDICES		112
Appendix 1:	Letter of Informed Consent	113
Appendix 2:	Questionnaire.....	115
Appendix 3:	Ethical Clearance	120

List of Figures

Number	Description	Page
2.1	The Talent Management Process Stages	14
2.2	Talent Acquisition Phases	15
2.3	Talent Management Strategies	19
2.4	Challenges In Implementing Talent Management	22
2.5	Employee Performance Drivers	25
2.6	Retention Strategies	31
4.1	Service Tenure of Participants	52
4.2	Talent Management Respondents Scoring Patterns	55
4.3	The Scoring Patterns with respect to Employee Performance	58
4.4	Participants Patterns of Scores with respect to Retention Strategies	61

List of Tables

Number	Description	Page
1.1	Study Sample Breakdown	5
2.1	Comparison of Old and New Talent Mindsets	10
2.2	Talent Management Strategic Perspectives	11
2.3	Drivers for Individual Performance	26
2.4	The Retention Strategies	33
2.5	Retention Strategies Key Implementation Practices	35
3.1	The Methods and Criteria for Gathering Data	43
4.1	Ages and Gender Distribution of Participants	50
4.2	Educational Levels obtained by Participants	50
4.3	Service Tenure of Participants	51
4.4	Scoring Patterns with respect to Talent Management	53
4.5	Employee Performance Scoring Patterns	56
4.6	The Retention Strategies Scoring Patterns Summary	59

CHAPTER ONE: INTRODUCTION AND STUDY OVERVIEW

1.1 Introduction

Strategic positioning takes serious recognition of the importance of talent and its management as a censorious component for the success of the organisation. Nowadays it is paramount that companies strive to attract and retain the best of their human talent if they still entertain being globally competitive. Talent management lies at the heart of overall employee performance, and in turn influences organisational success. As Tanton (2007) argues, on the other hand, retaining outstanding performance workers is becoming a significant challenge and a problem for many organisations, locally as well as internationally.

At the nucleus of the concept of talent and its management lies the proposition that, organisations do not manage or operate themselves, but people run them. However, Ntonga (2007) suggests that, organisational processes, capital strength, mobilisation, and technology configuration equally contribute to organisational success. Notwithstanding the importance of these other resources, people themselves create value from the deployment of these assets. Nguwi (2015) intimates that organisations cannot afford not to strategically implement effective systems to manage talent and measures to enhance optimal productivity from their workers. It should be clearly understood that organisations success rests on outstanding performance of their workers. Organisational success is directly correlated with the quality of the labour force and as well as the product and services that organisations offer to their markets (Nguwi, 2015).

The study examined the management of talent and its influence on workers performance at Nedbank Wealth in the province of Western Cape, along with organisational retention programmes put in place. To accomplish the intention of the study, the Nedbank Division of Private Wealth in the Western Cape was chosen as a case study for its strategic positioning towards sustainable competitive advantage in Private Wealth banking, investment products and opportunities in the Western Cape Province.

1.2 Statement of the Problem

Talent management is an unavoidable organisational issue that involves identification, attraction and retention of suitably qualified and experienced personnel, as organisations and banks alike, seek to enhance service delivery (Mulcahy, 2013). Mangizvo (2008) states that personnel management in the banking sector face challenges of lack of recruitment skills; capability of attracting and retaining suitable employees; and inadequate performance appraisal systems. On the hand employee turnover has become a critical phenomenon within the banking sector in South Africa (Khadka, 2011; Nguwi, 2015). Many people with scarce skills for example, at Nedbank Division of Private Wealth in the Western Cape do not last, and it takes a long time to replace them (Simonton, 2011; Tanton, 2007). Those that remain in the organisation become overloaded with work. They become frustrated and stressed, and that affects their wellbeing (Onwuka, Ugwu and Kekeocha, 2015). As the Nedbank Division of Private Wealth is no exception to these challenges, the study scrutinised the influence of aptitude and its administration on the performance of workers of the Division and the organisational retention strategies put in place.

1.3 Aim of the Research

The research aimed at examining the influence of talent and its administration on productivity of workers at Nedbank Wealth in the Western Cape Province, as well as the organisational retention strategies put in place.

1.4 Research Questions

The study goal was to seek response in the following research questions:

- i. Which talent management strategies does the Nedbank Division of Private Wealth use to enhance performance of workers?
- ii. What impact does talent administration have on the performance of workers at Nedbank Wealth?
- iii. What factors could improve performance of workers at the Nedbank Division of Private Wealth?
- iv. What employee retention programmes is Nedbank Wealth currently using?
- v. What improvements could be made on the retention programmes of Nedbank Wealth?

1.5 Research Objectives

The study addressed the objectives outlined below:

- i. To investigate the skill administration strategies that the Nedbank Division of Private Wealth uses to enhance performance of workers;
- ii. To outline the impact of talent management on the functioning of workers at Nedbank Wealth;
- iii. To examine influences that could result in the enhancement in the functioning of workers;
- iv. To establish the current employee retention strategies that the Division is using;
- v. To suggest improvements that could be made on the strategies to retain workers at the Division.

1.6 Significance of the Study

The study is generally significant to the organisation, personnel and academic research. The results obtained from the study would be helpful to the Nedbank Division of Private Wealth, to assist the efforts of management in ensuring that the management of talent management measures expounded by policies of the organisation, processes and procedures are adhered to. The furtherance of such would go a long way towards successful retention of workers and improvement of performance of the Nedbank Division of Private Wealth. The results of the study would add knowledge to existing literature.

1.7 Focus and Scope of Research

The research focused on the Nedbank Division of Private Wealth employees in the Western Cape Province. Mutually, Nedbank and Nedbank Top Achievers have spent incredible amount of time, money, energy, and have invested so much knowledge and skills in the workforce including the Division of Private Wealth workers, as they are viewed as the potential future leaders of Nedbank.

1.8 Input of the Study

The study makes an input to knowledge in administration of talent to the extent of assisting the scholars and the management to understand the critical factors that affect talent management at the Nedbank Division of Private Wealth in particular that is as a case study.

The study sought to come up with suggested strategies for managing talent and retaining high quality staff for effective and better management of labour turnover in the organisation.

The study as well, potentially contributes to the debate on the possibility of developing in the future, potential frameworks for identifying talent, managing and retaining employees and effective management of labour turnover in the banking sector.

1.9 Research Methodology and Design

This section deals with the research approach and outline employed in the case study. The study upheld the positivist philosophy and as result employed the quantitative method paradigm (Sekaran, 2003; Andres, 2012; Francis, 2012). The choice of the quantitative methodology was influenced by a particular epistemological orientation and inclination (Ayiro, 2012; Babbie, 2011; Denscombe, 2012; Anderson, 2013). The case study design was deemed appropriate and effective to address the research problem in this study (Creswell and Plano Clark, 2011; Mouton and Babbie, 2009). Research designs are all encompassing; they deal with how data is gathered, processed and inferred to address the study questions (Kuada, 2012; Williams, 2006).

The target population for this study consisted of workers that were qualifying for some career development in various professions of the Nedbank Division of Private Wealth in the Western Cape (Zikmund, 2003). The target population was 2032 employees of the Division. Target population refers to research subjects whom the results will be specifically attributed to (Corbin and Strauss, 2008; Sekaran, 2003). The researcher applied the Krejcie and Morgan sampling table to arrive at 322 participants.

Table 1.1 below shows the sample breakdown.

Table 1.1: Study Sample Breakdown

UNIT	Sample Size
Actuarial	62
Auditing	45
Organisational Secretariat	23
Language and Editorial	12
Organisational Risk Management	35
Legal department	21
Operational Risk Management	32
Protection Service unit	15
Regulatory Compliance	55
Underwriting unit	22
Total	322

1.10 Key Terms Definitions

The following operational terms are defined as follows:

1.10.1 Employee Performance

Employee performance relates to the achievement of set targets of performance by workers in terms of work-related activities. This includes workers conformity to organisational values and beliefs, that is, organisational culture in general (Bullock, 2013).

1.10.2 Talent Administration

Talent management involves identification, attraction, development, making use and retaining high potentially talented people in possession of skills required to meet organisational strategic needs (Tanton, 2007).

1.10.3 Retention Strategies

Retention strategies are measures put in place in the form of policies, plans and procedures by organisations for purposes of satisfying diverse needs of workers and creating a harmonious environment conducive for employees to stay in their organisations (Shanghvi, 2012).

1.11 Outline of Chapters

Section 1: outlines the study overview, discusses the case study challenges, the research intentions and questions, the study's significance to the organisation and in academia and the research methodology employed.

Chapter 2: covers literature reviewed marked by a comprehensive critique of prior studies; elaborating some issues that would have been raised in the introduction; providing background/ context to research.

Chapter 3: explains the research methodological approaches and the approach chosen for this research. The chapter as well focuses on the study's design and the methodology that the researcher applied in collecting data.

Section 4: features the review of data that was gathered by means of a questionnaire. The research findings were examined using descriptive and inferential statistics drawn from the statistical output of the latest SPSS, version 25 for Windows.

Chapter 5: describes the analysis and discussion of study results. The results originated from the literature reviewed, and primary data that was composed through the questionnaire.

Chapter 6: provides conclusion and summary drawn from the study results. The recommendations to solve the research problem suggested are derived from and informed by the results of the study and the conclusions thereto. The study proposes further future research on the phenomenon as well.

1.12 Conclusion

Outlined in this chapter is the overview of the case study of the Nedbank Division of Private Wealth in the Western Province. The subject of the research was the examination of the impact of management of talent and retention strategies put in place by the Division on the performance of workers. The context of the study with regards to the problem was outlined together with investigative objectives and questions and brief description of the methodology selected to conduct the study. The study opted for a quantitative research methodology in the form of a case study design.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section covers prior analysis on the concept of managing talent, staff productivity and strategies to retain them. The modern global workspace and environment has quickly embraced the role of intellectual capital and its intrinsic manifestation on individual basis, not on organisational collective perspective. As a result, acquisition of the relevant talents and making effort to retain them is critical for both individuals and the organisational performance achievement (Joubert, 2003). Ulrich and Smallwood (2011), suggest that workers are the most valuable assets of organisations. The two authors go furthermore, and reiterate the importance of identifying, managing and keeping employees within organisations. According to Tanton (2007), talent management should incorporate employees' retention strategies in organisations, be they private or public. Identification and management of the performance of workers to enhance the effectiveness and efficiency of organisations is critical to organisational success (Bullock, 2013).

2.2 Conceptualisation of the Concept of Talent

The thought and perception of talent differs with organisations (Romans, 2011; Haid, 2012). According to Hayes (2009), the term talent is utilised to denote some organisational personnel that possess ready abilities and knowledge. According to Oehley (2007), firms need to set standards for what defines talents. James (2014) consents with Haid (2012) that talent refers to skills, knowledge and attributes that personnel possesses, critical to perform their responsibilities outstandingly. Similarly, talents are viewed as aptitudes, natural endowments, intellectual strength or unique items (Elegbe, 2010; Romans, 2011).

Organisational leaders play a critical role in identification and management of talent (James and Mathew, 2012). Exceptional leaders view talent as continuous feelings, thoughts and behavioural actions that could be used in organisations for productive purposes (Fitzgerald, 2002). According to Iles (2010), talent relates to people with a potential of making meaningful difference to the performance of their organisations, make sound decisions and advance career delivery in the immediate and long-term perspectives and exhibit desirable competencies.

According to Hayes (2009), it is fundamentally wrong to always believe that proficient people function exceptionally. It is not easy to find and retain individuals with such talent within organisations (Rueff and Stanger, 2006). Nevertheless, Oehley (2007) opinions that it is critical to understand what entails talent in order to establish a standard for recruiting, nurture and empower the chosen ones within organisations. Self-confidence and belief in talent and its importance reside at the center of the management of talent within organisations (Thunnissen and Buttiens, 2017; Tanton, 2007).

2.2.1 Talent Management Defined

There is no one standard agreement on what entails talent management in the academia. This lack of consensus and clarity has often resulted in different perceptions of talent management arising amongst the organisational management and employees alike (Brunila, 2013). Talent management seems to have acquired traction and academic debate in the field of management both in the private and public sectors (Devine and Powell, 2008). In addition, with respect to other organisations, talent is viewed as all encompassing, involving every employee, in as much, in other organisations feeling the skills gap is regarded as the essence of talent (Fitzgerald, 2014; Blass, 2009; Joubert, 2003).

The perception and conception of talent and how it is managed differs with academics (Thunnisen, 2015). Bluen (2013)'s view corroborates Thunnisen (2015)'s line of thinking and in addition gives an explanation of management of talent as proactively thrust managerial process. The practice involves the identification, the retention, the attraction, the development, and management of potential high calibre and diverse workers, with a chance of being considered for new positions in organisations. Talent management begins with identifying, attracting and then selecting high quality individuals. Once selected, these high quality employees need to be developed and retained for the sustainable competitive advantage (Dessler, 2014; Bussin, 2014).

In the process of managing talent, there are concerns about the identification of positions that are critical, directly affects competitive advantage of organisations, and in the process creating differentiated exceptional performance by the high quality employees who stand ready to fill emerging positions in the organisation (Brunila, 2013; Hayes, 2009; Harry, 2012). Management of talent is systematic and enables

the attraction, the identification, the development, the engagement, and sustainability of high calibre talents for the betterment of organisations (Blass, 2009). Management of talent is viewed as incremental or adding value to organisational systems for recruitment of talented personnel (Collings, Mellahi and Cascio, 2017). This management practice has gained traction and attention in the academic fraternity, though remaining a concern in the public sector (Collings et al. 2017; Thunnissen and Buttiens, 2017).

2.2.2 Motivation For Talent Management Mindsets

An increase of the need to emphasise talent and its management has seen firms warming up to the benefits of talent mindset (Harry, 2012). These are attitudes and attributes, positive behaviours and beliefs dispositioned towards talent in organisations. Talent mindset drives organisational competitive advantage and those organisations that exhibit talent mindset stand to exhibit superior performance and sustainable competitiveness becomes inevitable for those organisations with talented members of their boards (Bell, 2014; Joubert, 2003; Luna-Arocas and Morley, 2015; Gama, 2009; Tanton, 2013).

To enable talent and its management requires embracing talent mind-sets, with organisational executives taking leadership in that direction (Bell, 2014; da Gama, 2009; Michaels, Handfield-Jones and Axelrod, 2001). Michaels et al. (2001) reiterate that an organisation has to define clearly, its take on talent, what is considered adverse, medium and exceptional outcomes by its employees. Michaels et al. (2001) opinion that current and new talent mindset are unique and different from the old mind-set thrust as depicted in Table 2.1 below:

Table 2.1 Comparison of Old-School and Contemporary Talent Mindsets

Old-School Mentality	Contemporary Mentality
Ambiguous proposition that employees are the indispensable assets in the companies	Strong belief that good talent results in superior performance by organisations.
It is the department of Human Resources that is responsible for overseeing the personnel management function.	It is every manager's responsibility to account for and build up their pool of talent.
Managers work well with the personnel they have inherited.	Managers take deliberate and bold initiatives to build the best talent pools.
Viewed as a short-term talent management task that is executed once a year.	Talent management becomes a strategic issue that is central to how organizations should be run.

Source: Adapted from Christian, M.S., Garza, A.S and Slaughter, J.E. (2011, 113)

The old mindset approach viewed personnel management as the role of the department of human resources development, while in new talent mindsets perspective the identification, the management and monitoring of talent lie at the heart of the threefold or shared responsibility by organisations human resources management, line managers and employees themselves (Tanton, 2013). In essence, the importance of talent management is recognised when qualitative and quantitative needs for human capital development have been achieved within organisations (Tanton, 2013; Thunnisen, 2015; Haid, 2012). Nearly 65% of organisations across industrial sectors account for the labour force and, those firms having talent management programs exhibit about 40 percent lesser employee turnover, as a result it is critical that organisations deliberately manage their talent (Ellis, 2015); (Ntonga, 2007).

2.2.3 Theoretical Perspectives on Talent Management

Empirical evidence suggests that organisations engage in some kind of talent management practices, with the intentions of achieving various objectives from the talent management systems (White, 2009; Blass, 2007; Devine and Powell, 2008). According to Brunila (2013), managing talent rides on the process perspective, which proposes that full optimisation of peoples' potentials requires the employment of all

organisational processes. Brunila (2013) suggests that an organisation employs these perspectives as its organisational strategy evolves with time. Devine and Powell (2009) on the other hand opinion those line managers roles are important as they can break or make the systems. According to Blass (2007), six perspectives strategically direct how organisations approach their management of talent approaches, as depicted in Table 2.2 below:

Table 2.2 Talent Management Strategic Perspectives

Strategic Perspective	Description
Process approach	Involves all processes that are targeted at optimising peoples' potentials. The organisations that believe in this approach are strongly convicted that engaging the right talent guarantees organisational success.
Cultural approach	This approach considers talent management as a mindset phenomenon. Personal or individual talent influences people success as they are afforded opportunities to prove themselves that they possess talent and are willing to learn from their performance.
Competitive approach	The focus is on nurturing and accommodating the needs of the talent. Motivating the talent to stay in the organisation.
Developmental approach	Focus is devoted on the development of high potential employees using clear development schemes that help to unlock high potential.
Human Development planning approach	Undertakes to ensure that relevant individuals are placed in the right positions at suitable times. There is close monitoring of employee turnover all the times in the organisation.
Change management approach	Talent management operates as tool for change in the organizations. It is regarded as a strategic issue and driver for organizational change.

Source: Adapted from Blass, E. (2007)

According to Brunila (2013) school of thought, organisational success is realised with the excellent talent in place. Managing and nurturing this talent is critical (Blass, 2007; Gussenhoven, 2009). On the other hand, there is cultural perspective that regards talent management mindset as being driven by the belief that talent is a necessity for organisational success (Devine and Powell, 2008). This perspective suggests that duties and new assignments should be given to workers according to their performance history (Brunila, 2013; Distiller, 2015).

Blass (2007) raises the competitive approach and perspective, which considers the notion that, management of talent concerns itself with recruiting highly competent employees, understanding what their needs are and then provide those needs. Otherwise, competitors would do so. Normally, as long as there is no other alternative, the competitive perspective usually fall in naturally by default (Brunila, 2014; Distiller, 2015). Literature suggests the developmental perspective as well which centers around the proposition that management of talent processes need to specifically focus on empowering highly competent employees quite rapidly than the general employees (Devine and Powell, 2008).

Gussenhoven (2009) opinions that planning for human resources development should emphasise the matching of the right jobs with the right people. The human resources staff (Brunila, 2014) need to monitor the organisational talent management processes. This makes the retention of workers key and staff turnover closely monitored all the time (White, 2009). The importance of talent management as a key driver of change management needs not to be over emphasised and as a result should be fused into the organisations` strategic plans (Devine and Powell, 2008; Brunila, 2014).

2.3 Executing Talent Management

Organisations usually have challenges in developing their talent administration policies and strategies that assist in marrying the organisational goals with organisational objectives for the achievement of organisational strategies (Kennelly, 2012). Empirical evidence suggests that organisations that possess talent management strategies tend to be advantageous when competing in the international market and are not rigid. They are quick to take advantage of new opportunities as they arise (Eliis, 2015).

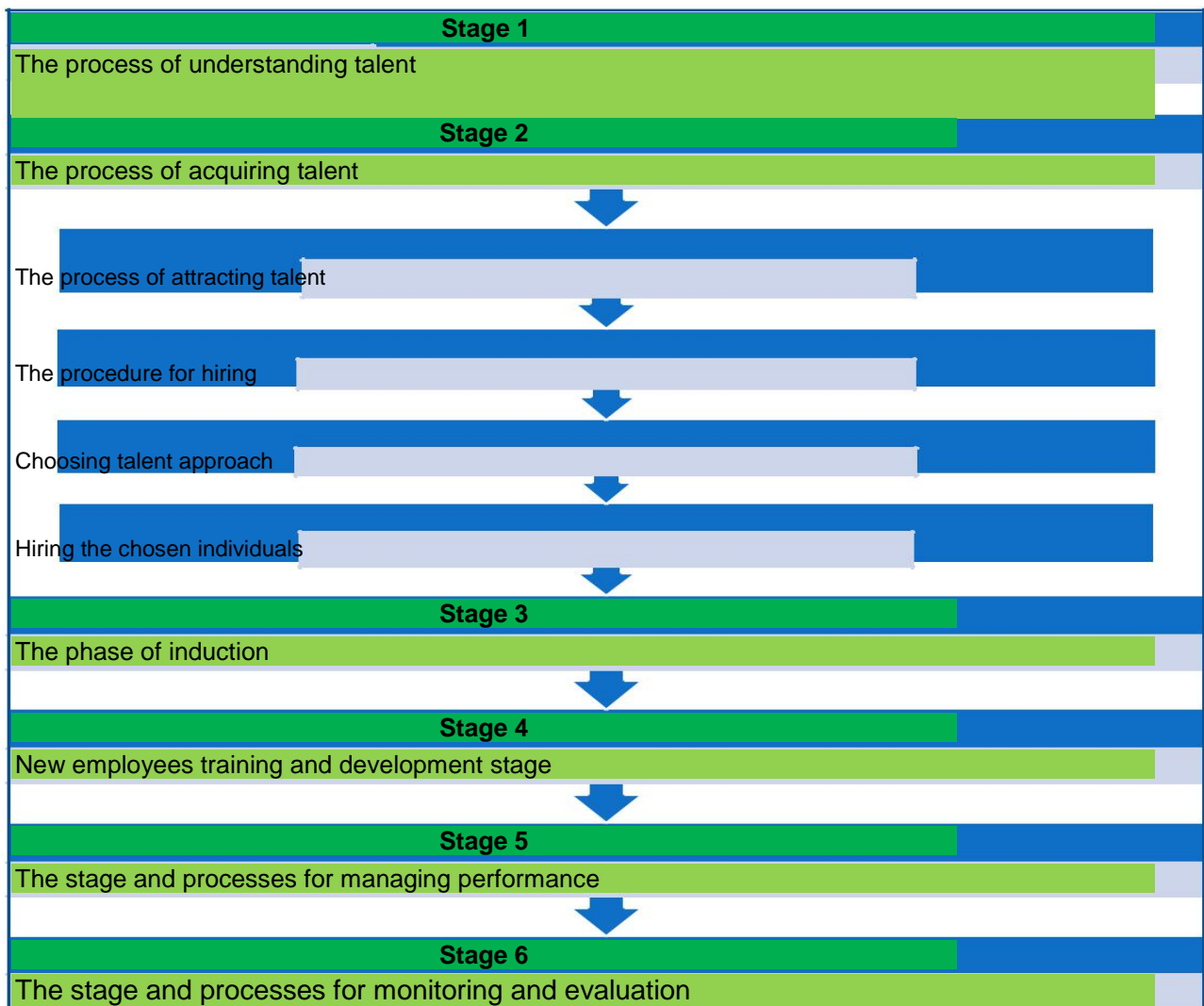
Effective talent management processes entail appreciation of the existing and the future strategy of the organisations and identification of the critical gaps between the current talents in the organisations and those talents that are needed for organisational success (Ntonga, 2007; Ulrich and Smallwood, 2011). Organisations should have in place strategies to effectively measure performance in terms of policies that measure both current and post-implementation processes for management of talent in order to establish their effectiveness and empower individuals to unleash their full potential and empower for greater growth in terms of performance (Padmashree, 2012; Ngobeni, 2010).

To enable the talent administration processes to be effective potential individuals, need to be empowered to go an extra mile in terms of performance and management needs to pay close attention to employees in lower positions, but demonstrating ability to do well in critical positions (Hayes, 2009; Fitzgerald, 2014; Eliis, 2015).

2.3.1 The Talent Administration Process

Talent management processes need to be constantly developed, revised or adjusted to ensure their continued relevance to the organisational strategies and goals. The processes need not to be the end process intervention, but an ongoing process, that demands continuous evaluations (Oehley, 2007). It is the needs of an organisation that determine the management of talent processes, that the organisation should pursue (Ngubani, 2010; Tanton, 2013). The talent management process follows a number of stages. The suggested stages are shown in Figure 2.1 below:

Figure 2.1 The Stages and Processes of Managing Talent



Source: Self-elaboration

2.3.1.1 Stage 1: Grasping what talent exist

It is at this point that the complete success of the entire talent management processes are determined. As a result, this stage is quite critical. This is the preliminary stage that defines the talent needs of the organisation and it sets out the way forward for the organisation as it forges ahead towards the implementation of management of talent (Garg, Chaurasia, Sachan and Bharat, 2013; Joubert, 2007). Current talent positions and levels are examined through the auditing process in order to fully appreciate the obtaining position and future talent needs for the organisation (Padmashree, 2012; Garg, et al., 2013).

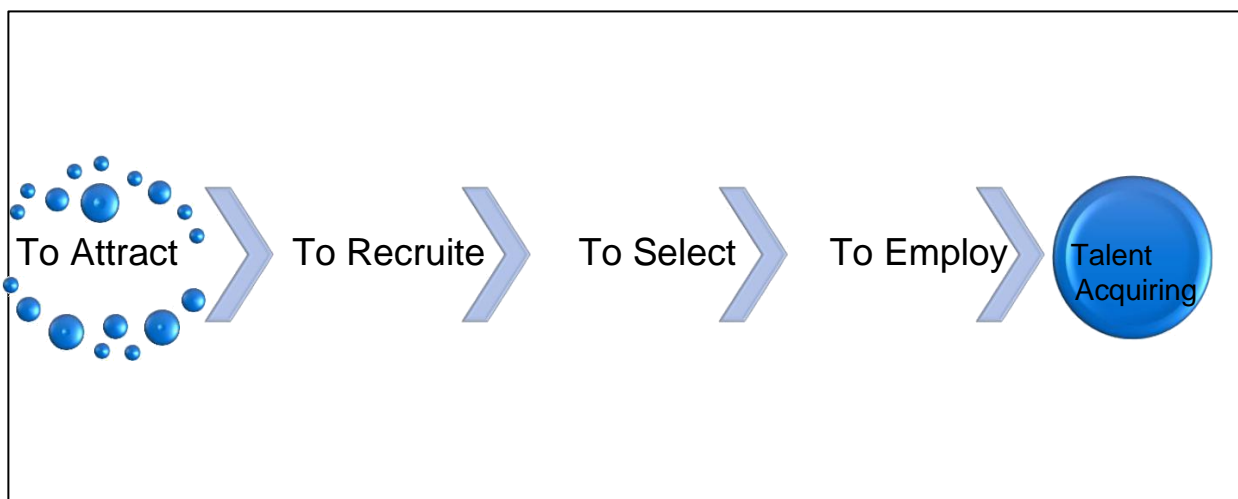
According to Oehley (2007), planning for talent management helps in comprehensive understanding of the organisational talent requirements. The process of talent planning, also referred to as 'workforce planning' is regarded as processes that

organisations need to fully integrate into their strategic positioning, and it includes proactive planning for the future in order to prevent shortages of talent in the future and current wasteful surpluses (Ngobeni, 2010; Wheeler, 2006).

2.3.1.2 Stage 2: Acquisition of talent

According to Joubert (2007), organisations scout for best talent available in their respective industries in order to meet their talent organisational needs. Owing to stiff competition for scarce talent in the market, organisations need to create environments that would attract talented people to come join the organisations, and not their competitors (Oehley, 2007; Ngobeni, 2010; Garg, *et al.* 2013). As a process, talent scouting includes means of attracting and hiring talented employees as shown in Figure 2.2 below:

Figure 2.2 Phases for Acquiring Talent



Source: Adapted from Garg, Chaurasia, Sachan and Bharat (2013: 12)

Attracting talent

The attraction of talent involves canvassing and lobbying known talented individuals and convince them to come join the organisational contingent team. This involves inviting the talented individuals to apply for positions as they become available in the organisation (Kennelly, 2012; Tanton, 2013). According to Myburgh (2015), the state owned organisations in particular need to sell themselves as potential employers, as they compete for limited available talent in the market with the private sector.

Recruiting talent

This stage marks the beginning of the entire recruitment process. Naturally, the public sector organisations begin the process by placing adverts in the media (Joubert, 2003; Thulo, 2014). It takes the manner in which organisations organise and execute their recruitment processes in order to entice the required skill for the achievement of organisational goals (Gatewood, Field and Barrick, 2008; Myburgh, 2015).

Wheeler (2006) suggests that the significance of compatibility between individuals and organisations need not to be over emphasised. According to Ngobeni (2010), employee-organisation fit covers three critical dimensions, as follows:

- Career fit: organisational roles should be aligned with the potential employees' career preferences.
- Motivational fit: tasks to be performed should be in congruent with the potential employees' desires and needs.
- Cultural fit: it is important that the potential employee fit well into the organisational culture.

Selecting talent

Potential candidates are selected from a homogenous group of potential candidates for positions in organisations. What happens at this stage is identification of potential individuals to be placed on particular organisational positions through interviews, competence tests, and conduct of some background checks. These processes are prevalent in the public sector organisations as standard recruitment practices (Ngobeni, 2010; Armstrong, 2010; Garg, et al. 2013). Organisations should make sure that they engage the most suitable candidates in their selection processes, as the potential employees' performances on their jobs would affect public sector organisational service delivery (Danford, 2014; Ngobeni, 2010; Joubert, 2003).

Employing the selected individuals

The employment phase involves hiring individuals from outside the organisation or recruiting from within by simple promoting those employees that would have been found worthy and suitable for the available positions in other organisations. In this

phase job offers are made, the dates when the incumbents are supposed to start working for the organisation are agreed upon between the parties, with the final signing of the contracts of employment taking place after all the necessary briefings have been done (Ashraf, 2017; Thunnisen, 2015; Garg, et al. 2013).

2.3.1.3 Stage 3: New employee onboarding

Onboarding entails acclimatisation of the newly hired employees with the organisation. The process is meant to ensure that newly employed individuals learn the organisational values and its culture, concurrently ensuring that newly appointed workers feel welcome in the organisation (Gatewood, et al. 2008; Oehley, 2007). Taleo (2006), suggests that onboarding is a strategic process to improve the performance of the newly hired workers and their contribution to organisational growth and success.

2.3.1.4 Stage 4: Training and development stage

According to Ngobeni (2010), when individuals have been hired, the onus remains with the organisation to make sure that employees are ever competitive, and they are continuously developed in skills and expertise. It is paramount that employers continuously develop their workers, so that their potentials are optimised for the good of organisational success (Net et al., 2011). Hunt (2014) intimates that development of employees through training is critical and important for their individual personal growth and organisational performance. Organisations can use different approaches to training and development of their employees to improve their skills and performance. The organisational training programs should be employees development needs specific (Ngobeni, 2010; Garg, et al. 2013; Oehley, 2007).

2.3.1.5 Stage 5: Performance management

In return for all the necessary training provided by organisations employees are expected to do their very best in helping organisations accomplish their long-term goals and objectives. Performance management entails continuous setting of targets for employees and measure the extent to which the set targets have been met. It is viewed as a continuous process that is used for purposes of communicating and clarifying employees' responsibilities, their performance expectations and the expected priorities that go along with those job responsibilities (Ulrich and Smallwood, 2011; Garg, et al. 2013; Fitzgerald, 2014; Padmashree, 2012; Walter, 1995).

2.3.1.6 Stage 6: Employee Monitoring and evaluation

Fitzgerald (2014) suggests that the management of talent processes and their effectiveness should be consistently reviewed for feedback purposes. The assessment of the results need to be always incorporated in the next process for talent management exercise. This should help organisations achieve continuous improvement, measure successes and appreciate the developmental needs and areas of weakness, particularly in the public sector organisations (Shaikh, 2014; Oehley, 2007). There is need for these processes of evaluation in order to foster desired quality, timeous execution of tasks and ensuring systems credibility and meeting customer demands for excellency in service delivery by public sector organisations.

2.4 Retention of Employees and Strategies for Managing Talent for Improved Performance of Workers in Public Organisations

Armstrong and Taylor (2014) suggest that strategies for managing talent show how organisations mobilise investment resources towards their employees to optimise employees' performance to achieve both short-term and long-term strategic goals. Talent management strategies incorporate all relevant processes in the building up of talent pools and integration into overall organisational strategies. Literature identifies several management of talent strategies and some of which are shown in Figure 2.3 below.

Figure 2.3 Talent Administration Strategies



Source: Own elaboration

2.4.1 The management succession plan

Most organisations implement succession plans as a means for harnessing desired talents that the organisations need for their success. The practice helps organisations to ensure that they have in place relevant talent at the right time (Newhall, 2015; Kuraman, 2015; Haid, 2012).

Succession management has to be systematically conducted by means of identifying, assessing and developing talented employees and preparing them for future leadership and managerial positions in order to continuously meet organisational future operational

needs (Kimball, 2006; Govender, 2010). The strategy works as a buffer for ensuring continuous supply of pre-requisite talent and gap filling measure when elderly employees retire (Tan, 2007; Kumaran, 2015; Bhatia, 2015; Hunt, 2014; Nelson, 2011).

2.4.2 Coaching of new organisational employees

It is paramount that all employees get proper coaching to enable quick adaptation to organisational culture desired for group and teamwork. Coaching helps employees to quickly familiarise themselves with organisational environment they are being exposed to (Hunt, 2014; Joubert, 2007). Right from on-set new employees should be made to understand that becoming experts in their profession guarantees meaningful employment and ensuring progression. In the process, new employees get to appreciate that competence and mastery of the job happens over time, so does, exposure and developing experience (Mengel, 2001; Tan, 2007).

Coaching should be a two-way process with instruments to assess the coaches` performance being available for feedback purposes, in the process coaches get to know what they have change and do in a different manner. The major objective is the enhancement of employees` performance improvement through positive criticism when assessing and evaluating the work done by the employees (Pfau, 2005; Hunt, 2014; James and Mathew, 2012; Ntonga, 2007).

2.4.3 Use of creative assignments

The process of cultivating talent demands that coaches administer to new employees a wealth of creative and different practical assignments. The new employees should be assigned challenging but attainable tasks that will help unlock employees potentials and facilitate personal growth and development (Joubert, 2007; Hunt, 2014). Employment of action-learning activity work can prove to be beneficial to both private and public sector organisations when conducting employee coaching. In other words, use of task teams and special projects becomes handy, as employees get to connect and network amongst themselves, share information and learn from each other (Kenelly, 2012).

2.4.4 Developing talent

Usually organisations tend to limit development to training only. This is not enough, development is all encompassing, that is, goes beyond the realms of training (Joubert, 2003; Ulrich and Smallwood, 2011). Employee development deals with several aspects

that high potential employee need to be exposed to, to leverage their strong points and enhance their job performance capabilities (Padmashree, 2012; Hunt, 2014). As a result, the starting point is understanding the talent requirements gap in the organisation (Hayes, 2009; Buthelezi, 2010; James and Mathew, 2012; Hunt, 2014).

2.4.5 Leadership development

Drotter and Noel (2011) intimate that competent leadership pregnant with requisite expertise and skills are very scarce and this is a challenge for many organisations. According to Brant, Dooley and Iman (2008), every human being is capable of personal growth. The growth is driven by such tenets as experience accumulated over time, the acquired expertise, the abilities to explore more challenging skills and personal disposition to deal with greater challenges (Frost, 2015; Drotter, 2010).

2.4.6 Employee engagement

Employee engagement entails opportunities for acquiring and experiencing progression in career development, conducive team building relationships among employees and the managers (Kumaran, 2015; Devine and Powell, 2008; Joubert, 2007). Nguwi (2015) suggests that employee engagement directly links with organisations productivity and the performance of employees. According to Distiller (2015), employees are viewed as valuable assets in organisations. As a result, it is critical that organisations incorporate employee engagement in strategic planning for talent management.

2.5 Talent Administration in The Public Sector

Public sector companies are government owned, therefore it is the responsibility of government to offer shelter, transport infrastructure, water and sanitation, water for domestic and commercial usage (Janga, 2014; Nguwi, 2014). In that respect, the public sector requires talented employees to achieve its mandate for service delivery (Ashraf and Caldwell, 2017; Ndongo, 2013). The quality of organisations is as good as the quality of their employees (Nyanjom, 2013; Ntonga, 2007; Thunnissen and Buttiens, 2017).

Thunnissen and Buttiens (2017) highlight that talent management programs give deep insights to the management about their employees, their development needs, strengths and weaknesses, areas of interest and their abilities, therefore, it is easier to determine what to emphasise on, which leads to improved employee performance and in turn value-added service delivery. Ntonga (2007) concurs with Thunnissen and Buttiens (2017) that when an

organisation identifies its high potential individuals, they can invest in their professional development, since development calls for investment decisions towards training and development for growth, succession management and performance management purposes.

2.6 Talent Management Implementation Challenges

Human resources personnel are facing impediments in their efforts to administer talent in organisations at the individual as well as in the organisational level. The organisational level, impediments include inconsistencies in human resources management policies, lack of adequate internal support infrastructure and management commitment and support (Kehinde, 2011; Mengel, 2001; Thunnisen, 2015; Tanton, 2014). Line managers are critical for the implementation of management of talent (Hunt, 2014; Haid, 2012; Padmashree, 2012). Normally, lack of zeal by management to implement management of talent emanates from the following:

- Incompetencies of the human resources personnel and inability to offer sound advice to management.
- Lack of human resources management policies and procedures.
- Reluctance to do human resources responsibilities and duties.
- Limited human resources competencies.

According to Padmashree (2012), talent management implementation faces a plethora of challenges such as inability to attract and preserve potential quality employees, as displayed in Figure 2.4 underneath:

Figure 2.4 Encounters in Executing Talent Administration



Source: Adapted from M, Padmashree (2012)

2.7 Talent Management Impact on Performance of Workers

Dessler (2012) discovered that talent administration practices have a positive stimulus on staff functioning. Greve, Benassi and Sti (2010) reiterate that relationships existing between talent management and employee performance are of strategic importance to organisations, particularly public sector organisations. It is paramount that human resources personnel in the public sector organisation possess the requisite skills and expertise in talent management to enhance the basic distribution of service performance in the public sector (Mensah, 2015; Fakhr, 2013; Maya and Thamilsevan, 2013).

2.8 Worker Performance

All organisations prioritise the individual performance of their employees and its impact on organisational success (Quick and Nelson, 2011). It is important that organisations have clear outline of expectations on the performance of their employees (Padmashree, 2012; Hunt, 2014). On the other hand, it is employee competencies that define employee performance and also whether they behave in ways that befit the expectations of their jobs (Cook and Crossman, 2004; Fakhr, 2013; Mensah, 2015).

2.8.1 Forms of worker performance

Task performance and contextual performance constitute the two main forms of performance of workers (Mobley, Griffeth, Hand and Meglino, 2001). Griffin et al. (2000) view appropriate performing as citizenship, explicitly, willingness to perform all the other assigned duties outside the formal scope of duties of the employees. However, these activities are deemed important to day-to-day running of the organisations and reasonably incidental to overall performance of the organisations (Mobley, et al., 2001; Diaz-Vilela, et al. 2015).

2.8.2 Measuring staff performance

It is paramount that all organisations, be they public or private to measure the performance of their workers on a consistent basis to evaluate the effectiveness of the strategies employed to measure talent (Armstrong, 2006; Kuvaas, 2006; Anderson, 2002; Bond and Fox, 2007).

The criteria used to measure the performance of employees should seek to evaluate the actual work done by the employees compared to the standards that are pre-determined over a specific period. Above all, performance management should focus on achievement attainment of the set objectives, quality of results attained, time taken in the achievement of those outcomes and related costs incurred (Mensah, 2015; Kuvaas, 2006; Rudman, 2003; Fletcher and Bailey, 2003). Feedback provision and review assessments on a timely basis are bound to motivate workers and thus, improve performance (Gilmore, 2008; Rudman, 2003; Khan and Jabbar, 2013; Padmashree, 2012).

2.8.2.1 Reasons for measuring employee performance

Determining if things are on the right track is not the sole purpose for the measurement of employees' performance, but wanting to establish why things are not going according to the expectations is also critical to organisational success (Levinson, 2005; Levinson, 2005; Hunt, 2014). According to Kuvaas (2006), if organisations do not measure their employees' performance it means that people are employed with the hope that they will perform effectively. In addition, reluctance to measure performance results obscures favourable outcomes from undesirable outcomes and it becomes hard to recognise potential highly gifted employees (Mensah, 2015; Evans and Lindsay, 2008; Hunt, 2014).

It is paramount to measure workers' performance and its impact on productivity and assessment of the effectiveness of incentives offered by the organisation (Khan and Jabbar, 2013).

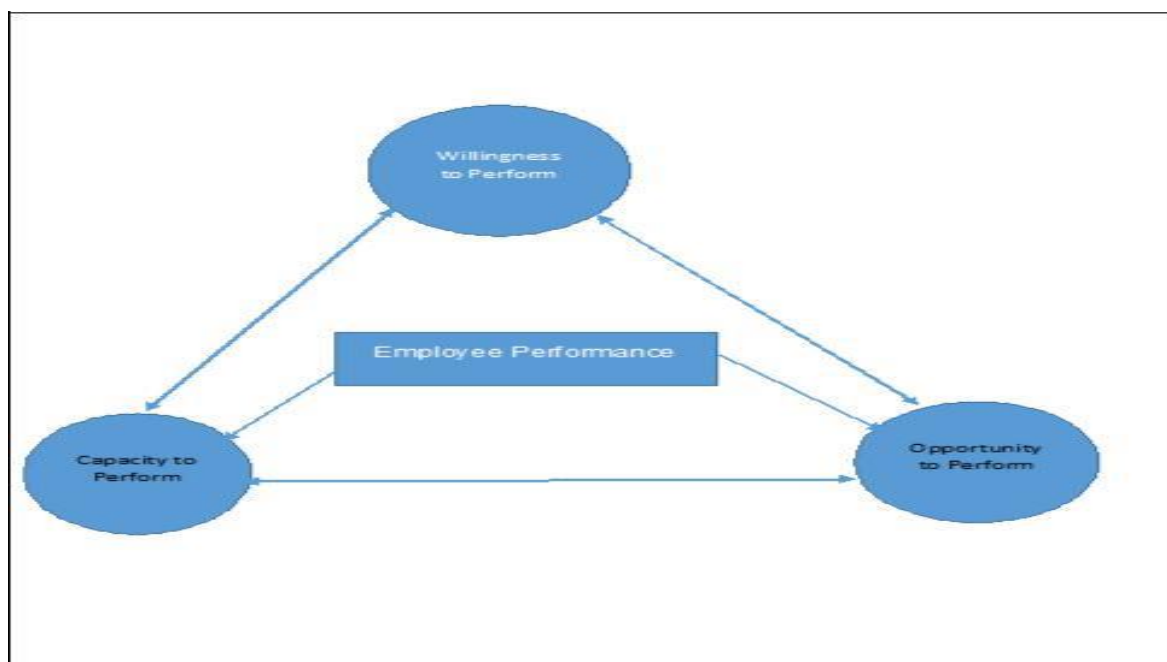
2.8.2.2 Employee performance measurement methods

An organisation needs to establish its performance measurement criterion and standards that are suitable for the purposes of meeting its desired results and what is expected of its employees (Hunt, 2005; Aguinis, 2009). Fleener and Prince (1997) suggest that the use of the 360-degree appraisal system allows employees to receive peer reviews from their colleagues, their supervisors, their subordinates and others. Literature suggest of other means of assessing the performance of employees such as written assessments, the forced distributions, the forced rankings, the quota systems and the visual assessments, among many (Freeman, 2002; Armstrong, 2006).

2.9 Drivers for Employee Performance

There are three major catalysts and drivers for employee performance among organisations (Cronje, Du Toit, Motlatla and Marais, 2003). These include employee willingness to perform the job tasks (motivation), employee capability to hit the ground running (ability) and availability of resources and support (conducive environment). Shown in Figure 2.3 below is Khan`s (2009) illustration of the drivers for performance of employees.

Figure 2.5 Drivers for Worker Performance



Source: Adapted from A, Khan (2007).

The illustration above (Figure 2.3) above reflects variations in employees performance and the three casual factors, namely:

- Employee willingness to perform:

Reflects the extent to which employees show their willingness to unleash maximum effort in achieving the desired outcomes.

- Employee capacity to perform:

Reflects degrees of employees' knowledge, experience and expertise on the job.

- Employee opportunity to perform:

Without opportunities for employees to prove themselves and demonstrate that they can perform, their willingness, knowledge and capacity are in vain (Khan and Jabbar, 2013; Kuvaas, 2006). According to Hailesilaisie (2009), leadership is critical for determining

organisational performance and success. With Robbins and Judge (2015) concurring, leadership remains as key role model and fountain of experiences, expertise, and knowledge that employees can tap into. Literature suggests that compensation and benefits that organisations offer are major drivers for employee performance (Mensah, 2015; Muda, Rafiki and Harahap, 2014; Cronje et al., 2003; Hailesilaisie, 2009; Crow and Haman, 2007; Moorhead and Griffin, 2010).

Table 2.3 Drivers for Individual Performance

Individual specific	Organization specific
Organizational loyalty	Leadership
Personality	Working units structures
Selection	Procedures and systems
Expertise / Skills	Environmental enabling support
Attitude	Empowerment
Ability	Available opportunities to perform
Knowledge	Job design
Motivation	Package (benefits and salary)

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

As reflected in Table 2.3 above, it is clear that leadership, expertise or skills, acquired knowledge, self-motivation and available opportunities for employees to perform can either facilitate or impede individual performance. In addition, factors such as reward, selection criteria, systems and procedures affect individual performance. Key to performance achievements is retention of highly talented workers (Crow and Haman, 2007).

2.10 Enhancing Employee Performance

Crow and Hartman (2007) intimate that it is management responsibility to create enabling environment for employees to perform to their potential abilities, and it is management responsibility to retain those employees. According to Moorhead and Griffin (2010), sustainable public sector performance requires management to create more jobs that are fulfilling and optimising organisational mandates for productivity and service delivery and are rewarding to employees that exceptionally perform. There are several ways that management can employ to boost employee performance and talent management (George and Jones, 2002; Mensah, 2015).

2.11 Talent Retention within Organisations

The challenge is that most organisations, whether public sector or private sector do not have employee retention structures or personnel specifically in charge of organisational retention strategies (Lepheana, 2012; Allen, 2008; Shao, 2013). The phenomenon arises because of the crisis of employees leaving organisations (Lepheana, 2012; Pillay, 2011).

Talent retention refers to abilities to sustain stability of the workforce. (Singh, 2014; Allen, 2008). Retention refers to organisations abilities to prevent their employees from leaving (Taylor, 2003; Maliku, 2014). It would be not worthwhile for an organisation to engage in hiring processes, resulting in new employees coming in just for a while (James and Mathew, 2012; Hunt, 2014).

2.12 Management of Talent And Worker Retention Strategies Relationship

Oladapo (2014) intimates that organisations face serious challenges of dealing with talent management and designing of strategies to retain the talent. According to Narayanan (2016), organisations are becoming aware that, focusing on attracting talented employees is not enough, but what matters the most is minimisation of employee turnover. Talented individuals are considered a critical source of organisational effectiveness and efficiency, as a result retaining them is the most important issue to pre-occupy the management (Longo, 2014). Management of talent and retention of employees are significantly related strategies, though they are different (Isfahani and Boustani, 2014; Longo, 2014).

2.13 Driving Factors for Employee Retention

Mengel (2001) suggests that competition in the labour market instils the sense of worker retention, and should be a priority for every organisation, especially the public sector organisations. Highly skilled employees have greater demand for their services in the

labour market; as a result, many opportunities for talented employees become readily available (Shao, 2013). Numerous factors affect and influence retention of employees (Das and Baruah, 2013). Factors included among many, are the benefits of employees, the management of employee performance, organisation size, importance of communication, and support by management (Pillay, 2011).

2.13.1 Packages and employee rewards

As far as Hope and Patrick (2007) are concerned, when organisations offer their employees benefits, they are most likely rewarded by reduction on the chances of employees leaving within the given period of year by 26.2 percent and the chances of remaining in the organisations for at least one more year increases by 13.9 %. Shao (2013) indicates that worker benefit packages however, differ with companies, and these benefits manifest in different packages, financially or non-financially. Thanasirisate, Suvattanadilok and Rojniruttikul (2013), suggest that when organisations offer good benefit packages, they are helping themselves retain talented workers who are this need vital cog in an oiled engine.

2.13.2 Communication

It is paramount that management are consciously aware of the importance of gathering and information sharing with their subordinates (Pillay, 2011). Employees need to be informed and empowered with clear standards of their jobs and relevant information. In all this, work performance is enhanced. As a result, open communication is important between all stakeholders within the organisational employment environment to encourage and motivate employees to go an extra mile in the execution of their work.

2.13.3 Management of employee performance

Harris and Williamson (2008) suggest that productivity is achieved and is improved when employees are committed to the organisation, resulting in lower employee turnover rates that are reinforced by conducive and workplace culture that is positive. Attention should be given to employees job satisfaction and rewards, accompanied by clear communication of performance expectations with all the employees. Garg, et al. (2013), suggest that performance management deals with measurement of employees performance on a consistence basis against the performance expectation standard. In the process, employees are encouraged to improve their performance gaps and work towards narrowing the performance gaps and acknowledging that they are meaningfully contributing to the organisational success.

2.13.4 Organisation size

According to Kirschenbaum and Mano-Negrin (1999), organisation size plays a critical role in employee retention enhancement. However, these researchers study also provided evidence of the negative impacts of the size of an organisation and the positive impacts of organisational competition on labour turnover rates. When public sector organisations offer internal, organisational opportunities and advancement of employees there would be positive impacts on the reduction of real employee turnover rates (Ulrich and Smallwood, 2011).

2.13.5 Employee training and development

Organisational investments into training and worker development are critical strategies for retaining workers (Irshad, 2011). Irshad (2011) further states that public sector organisations usually allocate and devote resources on employees that are considered as talent. Training of employees reflects a good sign for the organisational commitment to employees, helps employees feel valuable, thus, every employee should be given the opportunity (Nyanjam, 2013). According to Shakeel and Sahar (2015), training empowers employees, makes them understand the job expectations, and are motivated to stay. Irshod (2011) reiterates that as more training is offered to employees, the higher are chances of lower employee turnover rates are experienced.

2.13.6 Employee supervisor support

The relationships between supervisors and employees play a critical function in employee retention (Shakeel and Sahar, 2015). Mengel (2001) intimates that supervisors are the public sector departments face, as they represent the department in their interaction with organisational employees. If supervisors foster good relationships with subordinates and render them the support they need, employees' chances of leaving the organisations become narrower (Nyanjam, 2013). Employees who perceive that they are getting necessary support and feedback from their bosses would be driven to performance exceptionally well and find all the reasons to remain in their organisations (Das and Baruah, 2013).

2.14 Causes for Worker Turnover

Several organisations are bedevilled with the unsustainable challenges of employee turnover. In the process, the organisations are faced with unprecedented costs of

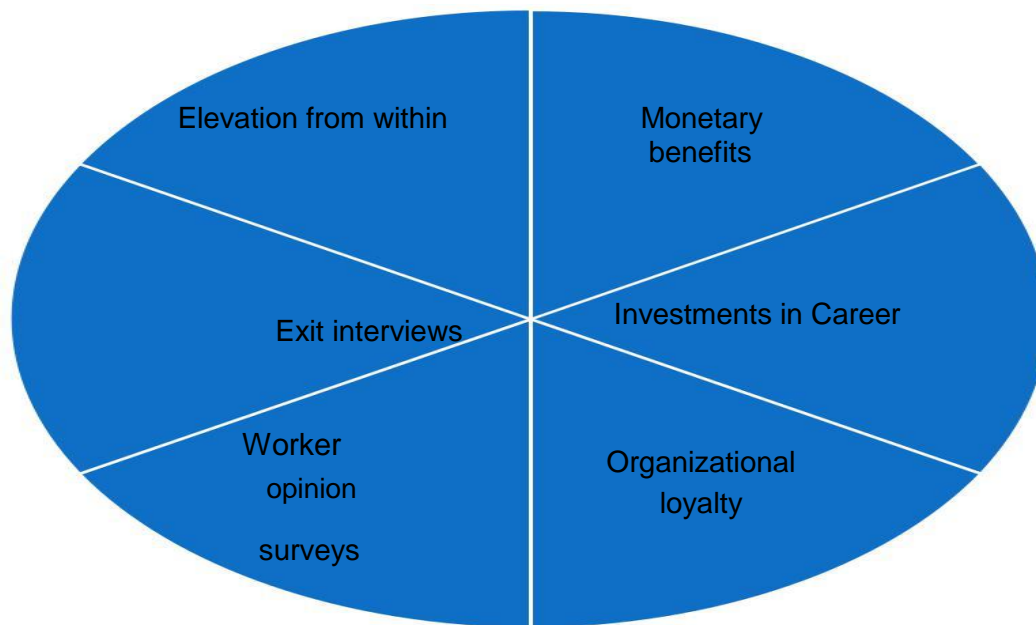
replacing the worker that would have left the organisations (Mengel, 2001; Singh, 2014). Literature suggest that almost 80% of employee turnover occurs because of the incompetence of the human resources personnel and poor talent management (Hunt, 2014; Joubert, 2003; Harris and Williamson, 2007). Ahlrichs (2000) reflects that, in the long-run workers leave their organisations for different reasons, such as:

- Pay that is not commensurate with employee performance.
- Limited opportunities for employee growth and advancement.
- Too much management pressure exerted on employees.
- Menial job that is not challenging employee potential.
- Employees feeling underutilised.
- Employees feeling no longer appreciated.
- Lack of management support and resources.

2.15 Employee Retention Strategies

Retention strategies reflects measures that are taken by organisations to motivate employees so that they stay in organisations for a longer period (Maliku, 2014). Understanding reasons why workers leave the organisations, helps in the formulation of relevant retention strategies to minimise employee turnover (Shao, 2013; Tanton, 2007; Ghansah, 2011). In other words, each organisation needs to have measures put in place to ensure retention of high performance employees (Kunako, 2015; Maliku, 2014). Figure 2.6 below shows some suggested retention strategies that are believed could be employed by organisations in designing retention policies.

Figure 2.6 Worker Retaining Strategies



Origin: Own elaboration

2.15.1 Reward of monetary nature

The provision of financial rewards and incentives naturally takes care of financial and material needs and over and above, raises the state of social meaning (Jobuert, 2003; Muteswa and Ortlepp, 2011). To the contrary, there are authors whose opinion differs and they argue that the level of satisfaction of financial rewards as a strategy for employee retention varies with individuals (Institute for Employment Studies, 1997; Ghansah, 2011). Some authors argue that financial incentives do not correlate with employee motivation. However, despite all the varying opinions, financial rewards still remains a retention strategy for many a company (Davis, Cutt, Flynn, Mowl and Orme, 2012; Lepheana, 2012; Deery and Jago, 2015).

2.15.2 Investing in careers

According to Davis, et al. (2012), it's critical for organisations in the public sector to be willing to invest in its employees. Tanton (2007) adds that such investments aid employees in their career path developments as they seek to acquire more knowledge and skills. As a matter of quid pro quo, employers are expected to invest in employees development as they equally expect employees to devote their time and best performance levels for the good of the organisation (Ngobeni, 2010).

2.15.3 Fostering organisational loyalty

Huge salaries and massive benefits cannot purchase organisational loyalty of employees (Shao, 2013). Literature suggest that several of high performance organisations enjoy significant retention rates not as a result of paying higher salaries, but because employees have other reasons to stay that are not financial (Iqbal, Tufail and Kodhi, 2015; Davis, et al. 2012; Tanton, 2007). Therefore, organisational loyalty as a retention strategy seeks to instill a sense of loyalty among employees (Shongwe, 2016; Lepheana, 2012).

2.15.4 Conduct of employee opinion surveys

It is paramount that an organisation develops instruments for determining its employees opinions about their work. To facilitate objectivity, it is vital for the employee opinion surveys to be conducted anonymously (Joubert, 2003; Tanton, 2007; Ghansah, 2011). According to Khan and Jabbar (2013) the survey instrument`s questions should solicit for the possible reasons for wanting to leave or leaving the public sector department. This would be helpful for the management to devise retention strategies that would prevent staff turnover (Ghansah, 2011; Joubert, 2003; Tanton, 2007).

2.15.5 Exit interviews

There is need to establish the reason why employees leave the organisation in the first place. This is one of the most critical talent retention strategies (Kunako, 2015). As employees leave these public sectors' departments they could be interviewed to obtain the information and reasons why they are leaving. In other words, exit interviews are very important to be conducted. In most cases the human resources personnel do not bother to conduct these critical exit interviews (Joubert, 2003). Chin (2008) concurs that exit interviews are very valuable tools for soliciting for vital information.

2.15.6 Internal deployment and promotion

Literature and empirical studies reveal that a positive correlation exist between employees promotion and employees satisfaction with their job and this directly influences retention of employees. Naturally, talented people seek for growth opportunities as means for career advancement and they would be motivated to stay in public sector departments, as long as the departments enable them to rise through the career ladders (Shongwe, 2016; Herman and Gioia-Herman, 2001; Das and Baruah, 2013).

2.16 The Need for Retention Strategies to Retain Employees

According to Bluen (2013), increasing demand for talented employees that are in short supply, has seen labour turnover escalating significantly. As the human resources departments work hard to identify, attract, recruit, train and develop talent, it is paramount that their retention is prioritised (Tufail and Kodhi, 2015; Net, et al., 2011). It is for such reasons that the implementation of the retention strategies is necessary to reduce the employee turnover rate (Ghansah, 2011). Bluen (2013)'s 6 key areas of retention strategies are shown beneath:

Table 2.4 The Retaining Strategies

Knowledge of competencies retention
Retention of limited resource
Retention of critical investment
Retention of tacit knowledge worker
Retention of organizational stability
Retention of future leadership

Source: Adapted from Bluen (2013)

2.16.1 Retaining competencies and their knowledge

Employees should be valued and treated as permanent staff, and not like organisational contingent workers if organisations are serious in benefiting from firm-specific knowledge and capabilities acquired by the employees (Woodruffe, 1999). According to Chin (2008). The public sector departments would naturally lose knowledge of their competencies, in situations where there is no strategies to retain those competencies. As a result of the mobility of labour, not only would an organisation lose its skilled employees that are highly competent, it would also lose its employees that are exceptionally talented to its potential competitors (Shao, 2013; Lockwood, 2016).

2.16.2 Retention of scarce resources

According to Fitzgerald (2014), prevalent in most of the organisations, is that very few employees would normally acquire good skills and deliver organisational outcomes and competencies to the expectation of the organisation. As a result, it is critical that organisations identify these competent employees and place them in strategic positions in order to retain them (Kunako, 2015). High performing and talented employees are considered as a scarce commodity and resource as their demand outweighs their supply (Singh, 2014; Bluen, 2013).

2.16.3 Retaining critical investment

Tufail and Kodhi (2015) intimate that organisations incur extensive recruitment costs, coaching and development of their workers. Further, more as far as Ghansah (2011) is concerned organisations equally benefit from enhanced employee efficiencies and employee skills acquired through training. The argument is that on average, it would take at least one year of employment for the organisation's initial investment in employees to yield desired results.

2.16.4 Retention of the tacit knowledge worker

The successful functioning of the public sector hinges on capabilities and abilities of workers to perform at the best tacit knowledge of their work (Lepheana, 2012). Smith (2011) intimates implicit knowledge is derived from individual experiences and it depends on practical experience, which, in this situation it is the knowledge acquired from organisational employment. Singh (2014) reiterates that in the context of an organisation, it includes what ought to be achieved, when, how and where. It is therefore important that every new employee in the public sector acquire the knowledge required to effectively perform his or her duties (Smith, 2011; Ellis, 2015; Gansah, 2015).

2.16.5 Ensuring organisational stability

Organisational stability is achieved through retention of staff and is critical for effective performance (Tanton, 2007). High labour turnover results in the instability and chaotic service delivery, particularly in the public sector (Taleo, 2012). Chin (2008) suggests that those in the supply value chain tend to lose points of contact, resulting in the disruption of operations in the public sector and poor performance of employees (Ellis, 2015).

2.16.6 Future leadership retention

Retention of potential future leaders for sustainable organisational competitive advantage is critical for organisational success. According to Tan (2007) human resources officers should always appreciate that it is not enough to retain employees for immediate purposes, but for future long-term organisational leadership succession as well (Haid, 2012; Drotter, 2010; Quick and Nelson, 2011).

2.17 Key Retention Implementation Strategies Practices

Constraining economic conditions worldwide are causing organisations to focus on retaining the most competent of their talent to minimise costs and increase performance. The importance of leaders ability to craft effective retention strategies needs not to be over emphasised in fostering optimal organisations resources utilisation (Balakrishnan and Vijayalakshmi, 2014). As far as Taleo (2012) is concerned the following six important strategies at the disposal of organisations to retain talent, as shown in Table 2.5 below:

Table 2.5 Retention Strategies Key Implementation Practices

Identifying and recruiting the most qualifying candidates
Improve capabilities of the line managers
Provide employee with regular feedback
Empower employees to take charge of their personal career development
Strategically drive mobility of talent
Consistently measure and improve the retention strategies

Source: Self-elaboration

According to Hunt (2014), retaining high quality performers, organisations need staff themselves with the right calibre of employees right from on set. The reason being that such employees have a potential of meaningfully contributing to sustainable organisational success. Above all, employees that perform exceptionally and suitably qualify for the positions they occupy, have a tendency of getting highly motivated to remain in organisations they are working for (Berger and Berger, 2011; Taleo, 2012; Bhatia, 2015).

It is critical for employees to be highly motivated in order to remain in organisations of their choice and they are sure of their contribution to organisational success (Hunt, 2014; Kenelly, 2012; Newhall, 2015).

Literature suggest that quite often employees would contemplate on career planning for change when their current job begins to dissatisfy them. Once dissatisfied, then they move on, leading to organisational employee turnover (Taleo, 2012; James and Mathew, 2012; Taylor, 2003; Kumaran, 2015). Organisations could use and employee career progression development strategy to minimise organisational employee turnover (Ulrich and Smallwood, 2011). Career progression with reference to redeployment of workers internally serves to preserve, reduce costs and improve the performance of employees (Mengel, 2001; Harris and Williamson, 2007; Singh, 2014).

2.18 Conclusion

Chapter two dealt with the management of employees' talents, the performance of employees and the potential strategies of retaining quality employees. The discourse embraced the views of several authors that have researched on the phenomenon as well. The talent management concept was comprehensively unpacked and elucidated. Literature reviewed collaborated each other on the importance of management of talent and the impact that it has on the performance of organisational employees and their potential retention from a strategic perspective. The subsequent section describes the study proposal and research procedure.

CHAPTER THREE: RESEARCH METHODOLOGY AND DESIGN

3.1 Introduction

The previous section discussed the related literature review focusing on talent and its management, performance of employees and strategies to retain them. The current chapter elaborates on the research methodology to be utilised for this study, covering data gathering techniques, the exploration design, targeted population and analysis of data. The study employed quantitative methodology and intended to determine the validity of talent and its administration on employees' productivity and strategies to retain employees that are employed in the Private Wealth Division of the Nedbank in the Western Cape Province.

3.1.1 Research Aim

On a broader scale, the study intended to examine the influence of aptitude and its administration on productivity of workers and the strategies to retain them that are utilised by Nedbank Wealth Cluster in the Western Cape.

3.1.2 Study Sub-Questions

Study questions addressed were as follows:

- What talent management strategies does the Nedbank Division of Private Wealth use to enhance performance of workers?
- What impact does talent administration have on the functioning of workers at Nedbank Wealth?
- What factors could improve performance of workers at the Nedbank Division of Private Wealth?
- What employee retention strategies is the Nedbank Wealth Cluster currently using?
- What improvements could be made on the retention strategies of the Nedbank Wealth Cluster?

3.1.3 Research Objectives

The following objectives were addressed in compliance with the purpose of the study.

- To explore talent management strategies that Nedbank Wealth Cluster uses to enhance performance of workers;
- To conclude talent administration on the functioning of workers at Nedbank Wealth Cluster;

- To examine aspects that could result in the enhancement of the performance of workers;
- To establish the current employee retention strategies that the Division is using;
- To suggest improvements that could be made on the strategies to retain workers at the Division.

3.2 The Research Design

The study design is all-encompassing and a concept that deals with how data is gathered, analysed and inferred in answering the research questions (Creswell and Plano Clark, 2011). Literature suggest that research design deals with the conduct of the research and provides the road map for the researchers (Williams, 2006; Mouton and Babbie, 2009; Kuada, 2012). Prozesky (2002) intimates that the study design is determined by study questions and objectives inform. After the study problem has been outlined, researchers need to draw up the study research design (Anderson, 2013; Andres, 2012; Zikmund et al., 2013).

3.2.1 Research Design Types

Deciding to use qualitative or quantitative methodology depends on the phenomenon under study (Ayiro, 2012). This study employed a positivist paradigm and as a result preferred the quantitative design, which enabled the study to establish meanings that different researchers have associated with some worldviews. As a result, quantitative methodology was not arbitrarily chosen, but rather attached to some epistemological stance (Morgan, 2014; Ayiro, 2012; Babbie, 2011). Below are outlines of the different research designs.

3.2.2 Qualitative research design

The qualitative research methodology is executed by gathering and evaluating information in qualitative forms that are non-numeric (Blaxter, Hughes and Tight, 2006). Leedy and Ormrod (2005) suggest that qualitative research responds to complex problems that most likely demand respondents to describe and fully explain. The qualitative methodology relies on interviews, observations, and documents analyses. The research methodology affords researchers broader perspectives of the cultural and social phenomena. Qualitative research goes beyond the reach of the quantitative methodology (Sekeran, 2003).

3.2.3 Quantitative research design

Quantitative research systematically measures and collects quantitative data and establishes the purported causal effects and relationships that exist between theory and research (Creswell, 2003). The data gathered quantitatively is numeric and can be quantified (Fox, 2010; Rasinger, 2014). Leedy and Omrod (2005) intimate that quantitative research methodology clarifies relationships existing between dependent variables that represent output, and independent variables which are controlled inputs. Quantitative research investigates problems that have been identified through proven and relevant theories measured quantitatively and analysed through relevant statistical packages. The objective of the Quantitative research methodology is understanding the human and social problems arising from different perspective views (Sekeran, 2003; Hussey and Collins, 2007). This study employed the quantitative methodology.

3.2.4 Mixed method research design

Mixed method approach merges both the quantitative and qualitative designs in gathering, analysing and interpreting data (Saunders et al. 2009). In this case, the method relies on the combining questionnaires and interview protocol for the motive of collecting data, and it makes the analysis to have components of quantitative aspects and qualitative aspects by design (O'Leary, 2014; Dornyei, 2014).

3.3 Primary Data

Primary data is data that researchers collect with direct response to the study problem and research questions (Bless and Higson-Smith, 2000). Interview protocols and questionnaires become primary instruments for data collection that are naturally employed in data collection as Saunders, Lewis and Thornhill (2009) intimate. Data collected becomes unique and specific to the phenomenon under study (Sekeran and Bougie, 2013). Primary data is collected for the first time by researchers (Gray, 2009; Adam, 2009). A structured questionnaire with closed ended item questions was used for the purposes of the current study.

3.4 Secondary Data

Individuals other than the researchers conducting the research collect consequential data. Secondary data refers to the information that has been collected from the existing sources (Zikmund et al., 2013; Sekeran and Bougie, 2010). According to Sekeran (2003),

secondary sources of data are usually cheaper, not difficult to collect compared to primary data. Kothari (2004) as well as Walliman (2001) argue that the most popularly used sources of secondary data are; books, journals, dissertations, online sources and government periodicals and publications.

3.5 Target Population

Target population refers to the number of items or people attracting research interests among the researchers (Wellman and Kruger, 2005; Rasinger, 2014). It becomes paramount for researchers to know the actual sizes of their study total population (Gorard, 2013; Nueman, 2011). With regard to the current study, its targeted population was determined from the Division's Department of Human Resources. All workers earmarked for some professional career development or path at the time of conducting the study were eligible for the target population. The Division of the Private Wealth consists of 2032 professionals. Out of these, 10 were utilised for the purposes of the pilot study.

3.6 Sample and Sampling Technique

Determining the study sample is a methodical process by researchers, to classify and choose the appropriate individuals to constitute the research participants that represent the entire population of the study (Fox and Bayat, 2007; Struwig & Stead, 2009). Each individual or item in the population is considered as having equal chances of being chosen to constitute the sample size (Zikmund et al., 2013). The non-probability and probability sampling methods naturally become the most commonly used sampling techniques (Creswell and Piano Clack, 2011; Struwig & Stead, 2009).

3.6.1 Probability sampling method

Probability-sampling method affords each member or element in the targeted population equal chances of being selected (Zikmund et al. 2013). Neuman (2011) suggests that random sampling method is reasonably precise and efficient in terms of costs involved.

3.6.2 Non-probability method of sampling

By contrast, the non-probability sampling method does not allow each member or element equal opportunity to be selected. The items elements or members belonging to the sample are chosen on a purposive and convenience manner using researcher personal judgement (Cooper and Schindler, 2003; Vehovar, Toepoel and Steinmetz, 2016). Mostly

this sampling method is employed in target populations that are normally small (Fox and Bayat, 2007; Denscombe, 2016; Neuman, 2011; Francis, 2012).

This research targeted the department of Risk and Audit Compliance in the Division of Private Wealth at the Western Cape Nedbank. Nevertheless, the Risk Audit and Compliance departments appears to be facing highest turnover rates within the banks (Mangizvo, 2008). The reason could possibly be that employees in this department have specialised skills and expertise and they become easy target of poaching by competitors. The sample size consisted of 322 personnel. The researcher found the application of snowballing, combined with purposive sampling quite useful and appropriate to arrive at the following sub-samples within the Risk and Audit Compliance department of Nedbank Wealth Cluster. Table 3.1 below shows the breakdown of the sample in terms of the Division units.

Table 3.1: Study Sample Breakdown

UNIT	Sample Size
Actuarial	62
Auditing	45
Organisational Secretariat	23
Editorial and Language	12
Organisational Risk Management	35
Legal department	21
Operational Risk Management	32
Protection Service unit	15
Regulatory Compliance	55
Underwriting unit	22
Total	322

3.7 The Methods of Data Collection

Researchers should select data collection methods that are appropriate for their studies (Maree, 2009; Salkind, 2010; Denscombe, 2010). Choosing the most suitable method is critical aspect of any research design, because it directly affects the manner the data is ultimately gathered (Prowright, 2011; Cooper and Schindler, 2003). Several data collection methods are available and are at the disposal of researchers for them to choose the most suitable for their studies. Numerous data collection methods are at the disposal

of researchers and it is therefore, paramount that researchers identify the most suitable methods for their tasks, as depicted below:

- Telephone interviews: These are interviews performed through telephone conversations. Experienced interviewers ask the participants carefully chosen questions and then record the conversations.
- Observations: These take place when researchers or individuals trained and qualified in conducting observations visit the physical location places; the target population are and conduct observations. Researchers then record the details of the observations.
- Postal methods: These methods, involve sending of questionnaires by researchers to the potential identified respondents by post. The respondents then return questionnaires to the researchers via mail and the onus lies with researchers to ensure that the respondents have done everything to facilitate the return of the questionnaires.
- Face-to-face surveys: Involve professionals with experience and skills in interviews, who formally meet with the participants and question them on the phenomenon under investigation, and the proceedings are recorded.
- Electronic mailings: Researchers mail questionnaires to respondents electronically, together with the instructions to guide the participants.
- Personal methods: In this technique, researchers administer the questionnaires to the respondents personally and also personally collect the filled questionnaires.

Sharma (2010) summarises the criterion and techniques surrounding the 3 data collection methods, and suggests the pros and cons of each method as set out in Table 3.1 below:

Table 3.1 The Methods and Criteria for Gathering Data

No	CRITERIA	PERSONAL METHOD	TELEPHONE INTERVIEW	MAIL SURVEY
1	Cost	Most expensive	Intermediate	Least Expensive
2	Speed	Slowest	Fastest	Intermediate
3	Accuracy	Most accurate	Least	Intermediate
4	Amount of Data	Most	Least	Intermediate
5	Response Rate	Highest	Intermediate	Lowest
6	Flexibility	Most flexible	Intermediate	Least flexible
7	Control			
	<input type="checkbox"/> Sample	Intermediate	Worst	Best
	<input type="checkbox"/> Interview	Best	Intermediate	Worst
	<input type="checkbox"/> Administration	Worst	Intermediate	Best

Source: Adapted from Sharma (2010)

Indicated above, is that there are more advantages of using Personal methods than other methods. The researcher relied on the Personal method. A covering letter accompanied the questionnaires for the benefit of the participants.

3.8 Construction of the Instrument

Thomas (2013) describes questionnaires as lists of questions that are structured and put together by researchers in order to collect primary data when conducting studies. Researchers need to make sure that questionnaires contain sufficient instructions directing the respondents on how to fill the questionnaires (Denscombe, 2010). It is imperative that researchers be attentive on the organisation of questionnaires, the sequencing and writing up of item questions in the process of designing questionnaires (Francis, 2012; Struwig and Stead, 2013).

3.8.1 Measuring instrument

Quality of the information obtained largely depends on the measurement procedures that are adopted in gathering data (Francis, 2012). The researcher used the structured questionnaires to assemble data for this study. Questionnaires are data gathering instruments that comprise of several item questions designed to solicit for information from a group or groups of willing participants in the study (Ader and Mellenbergh, 2008). In this study, the questionnaire consisted of the respondents consenting form that authorised the researcher to conduct the study. Also contained was the covering letter assuring the anonymity of the respondents. The instrument was scaled on a five-point Likert scaling measure (Saunders, Lewis and Thornhill, 2003), which allowed the participants to show their preferences in either agreeing or disagreeing with the statements measuring the constructs.

3.8.2 Qualities of reasonably good questionnaires

The use of questionnaires offers researchers with feasible economic data collection methods that help to get information from respondents (Somekh and Lewin, 2011). To help the respondents to understand the questionnaires and effectively respond, questionnaires need to be unambiguously worded (Payne and Payne, 2004; Sekeran and Bougie, 2013). According to Maree (2003), good questionnaires measure with regards to their validity, their reliability, their feasibility and suitability for the conduct of the research. Questionnaires are not supposed to be too long, rather they should be brief and to the point (Bourque and Fielder, 1995). The researcher considered issues suggested above when designing the questionnaire for this research.

3.8.3 Pros of use of questionnaires

Usage of a questionnaire offers respondents standard responses that ensure uniformity (Denscombe, 2010). A questionnaire is not only economic but also aids statistical data analysis to be conducted easily (Durant and Chantler, 2014). Sekeran and Bougie (2010) indicate that it is easy to ensure that respondents remain anonymous and their confidentiality is maintained throughout the conduct of the study. Questionnaires were viewed as most appropriate for this research and helped the research to reach its target sample.

3.8.4 Disadvantages of a questionnaire

The major disadvantage of questionnaires is that it does not guarantee full honesty of the respondents when they fill the questionnaires. The target respondents on the other hand may not be willing to participate in filling the questionnaires, in the absence of the researcher who will not be there to see to it that questionnaires are completed (Denscombe, 2010; Sekeran and Bougie, 2010). On the other hand, Denscombe (2010) reiterates that it is not easy to measure the honesty of the responses. In addition, Durant and Chantler (2014) lament that a questionnaire prohibits the participants from clarifying and expanding on any questions they might be feeling to do so.

3.8.5 Final questionnaire overview

The questionnaire had 34 itemised questions that were separated into segment A and B. Segment A covering the demographic information of participants while segment B, consisted of sub-sections addressing talent and its management, performance of employees and strategies to retain the employees respectively on a 5-point Likert scale. An explanatory covering letter was also included to enlighten the participants on the intention of the study and how important it was.

3.9 Reliability and Validity of the Questionnaires

Accuracy satisfies the validity characteristics of the instrument, while consistency ensures the reliability of the instrument (Creswell, 2003; Blass and Higson-Smith, 2004). Regarding validity and reliability achievement, all measuring instruments should possess these attributes (Cooper and Schindler, 2006). The two authors additionally reiterate that the major aim of research studies is the ability to show the results and recommend solutions to the problems identified. This can be achieved through ensuring trustworthiness and validity of the instrument. According to Gaur and Gaur (2009), the importance of instrument validity and reliability needs not to be over emphasised.

3.9.1 Characteristics of validity

According to Gray (2009), the object of validity is achieved when the questionnaire does measure what it was intended to. Validity can also be satisfied in terms of truthfulness of data gathered and final results obtained (Singh, 2007). Wilson (2014) suggests that validity satisfies four characteristics, namely:

- The content validity – referred to as logical validity as well, concerns itself with the extent to which the instrument is representative, and the pilot study saves this purpose (Cooper and Schindler, 2006).
- The face validity – establishes whether the questionnaire measures what it is intended to (Sekeran, 2003).
- The construct validity – is the extent to which, the questionnaire is measuring particular constructs, for example, abilities and attitudes (Zikmund *et al.*, 2013).
- The criterion validity – seeks to establish the magnitude of correlation of the questionnaire with similarly identified indicator of the phenomenon. As a result, the indicator applied is compared with another identified indicator for validity satisfaction. This is according to Bolarinwa (2015).

3.9.2 Reliability characteristics

According to Punch (2005), reliability is achieved when same measurement instrument yields the same results over and over. In another words, when the same tests are performed several times, the results are expected be similar (Babbie, 2009; Welman, Kruger and Mitchel, 2005). According to Kuada (2012), reliability concerns itself with accuracy, the adequacy, the stability, the dependability and the consistency of the questionnaire over given time. In this study, instrument reliability was determined by re-wording item questions that needed to be re-worded where necessary after the pilot study results that were obtained and all the ambiguities were eliminated. Gray (2009) suggests that reliability can be achieved if either of the following have been satisfied:

Stability Reliability – also referred to as the test-retest and it helps to measure the extent to which the questionnaire yields consistence in results at different times.

The Internal Consistency Reliability –concerns itself with extent of the instrument measuring the same things.

Equivalence Reliability – is determined when the instrument yields consistent results across different categories of participants.

The Inter-rater Reliability – determines the degree to which the questionnaire yields consistence in findings after the evaluation by several people.

3.10 Pilot Study Purpose in Research

The function of pilot studies is to test research designs in order to obtain more information that can be used to improve the reliability of the instrument (Wiersma and Jurs, 2005). According to Denscombe (2012), pilot studies should be performed on the actual sample for the final study but different respondents from the same population. In this study, piloting was done to make sure that all participants had the understanding of the questionnaire (Walliman, 2011; Saunders et al. 2009; Gray, 2009). The researcher piloted the study on the 28th of October 2019 on 10 homogenous participants and these were excluded from the main study (Welman and Kruger, 2003; Walliman, 2011; Zikmund et al. 2013). The researcher was satisfied that the questionnaire satisfied the reliability test. As a result, there was no need to modify the questionnaire.

3.11 Procedure for Administration of the Questionnaire

Prior to administering questionnaires, permission to embark on the study was sought by the researcher from the Division of Private Wealth at the Nedbank branch of the Western Cape. After obtaining permission, the researcher administered the instrument to the selected participants (Francis, 2012). Attached to the instrument were permission to carry on, the research letter and the covering letter respectively. As the researcher is also an employee of the Division of Private Wealth at Nedbank, it was easy to administer the instrument personally to selected participants. The questionnaires were distributed on the 4th of November 2019. Respondents had three weeks to fill the questionnaires. Due to reasons beyond the researcher, not all of the distributed questionnaires were collected back. The researcher was able collect back 300 questionnaires, representing a 93% response rate.

3.12 Need for Ethical Consideration

The importance of a researcher to observe ethical principles all the times needs not to be over emphasised (O' Leary, 2014; Zikmund *et al.*, 2013). Ethics can be explained as principles that give guidance to the researchers in order to fulfill integrity requirements and respect of respondents when conducting research (Fouka and Mantzorou, 2011; Bryman and Bell, 2007).

Nedbank Wealth Cluster granted the permission to conduct this study in the Western Cape. A letter was served to the bank soliciting for official rights to conduct the study. Nedbank then responded by issuing the informed consent letter to the researcher.

The ethics letter clearing the researcher to conduct the study was acquired from the relevant research office at the Graduate School of Business and Leadership of the University of KwaZulu-Natal. The ethics clearance related issues were detailed in the covering letter that was then distributed together with the questionnaires to the respondents. Contained in the covering letter were aspects of an ethics nature, that is, topic, aims and objectives of the study, issues of confidentiality and anonymity of respondents.

3.13 Data Analysis

According to imperial literature, data analysis refers to statistical data evaluation that has been gathered for the research purposes in order to establish whether any cited hypothesis has been affirmed (Burns and Bush, 2002; Sakarantos, 2005). The analysis of data analysis begins with the data processing, data testing and data interpretation for assessing the meaning as hypothesised (Robbins and Judge, 2015; Remenyi and Bannister, 2012). Data was coded through questionnaires and input into SPSS, version 25 for Windows.

Editing involves critical and rigorous examination of the completed questionnaires (Saravanavel, 2003). Thus, to be satisfied that the data is accurate and complete should precede data capture and analysis (Stockburger, 2017; Willemse, 2009). After getting back the completed questionnaires from the respondents, the researcher edited and coded the data into Excel for inputting into SPSS. All the questionnaires were thoroughly checked before the data was input into SPSS, version 25 for Windows.

3.14 Conclusion

Covered in this chapter is the research design and methodologies employed in this study. Quantitative research methodology design was used. Data collection method was also outlined, the measurement instrument, target population of the study, concepts of reliability and validity; ethical related issues of the study; and the techniques that were employed to analyse the data were all discussed. The instrument of data collection used in this study was a structured questionnaire, and the researcher used snowballing together with purposive sampling techniques to determine the sample size. In the next chapter, data analysis and the presentation of results are discussed.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction

Data analysis and outcomes of the study are presented in this chapter. The questionnaire was the primary instrument that was utilised to collect data in the study. Data gathered was statistically scrutinised by use of the Windows SPSS version 25.0. The outcomes are represented graphically, that is, in cross tabulation and other relevant statistical forms. A total of 322 questionnaires were distributed, with 300 returned. This represented a response of 93.2%.

4.2 The Demographic Characteristics of Participants

Covered in this segment is the demographic profile of participants in this study. Below is outlined the ages, the tenure of service and educational levels achieved by participants. These attributes are presented in frequency tables and bar charts.

4.2.1 The Ages and Gender of Participants

Table 4.1 below shows the distribution of ages and gender of the partakers. Male species comprised of 210 members while females were represented by 90 participants. Most (28.3%) of the participants belonged to the age group of 41-45 years, lower-ranking (3.7%) falling in the bracket of 51-55 years. Six point three percent (6.3%) of the respondents fell below 25 years, while 14.0% fell in the range of 25-30 years, 17.3% fell in the range of 31- 35 years. While the group of 36-40 years constituted 15.3%, and 46-50 years of age constituted 15.0% of the respondents respectively.

Table 4.1: Ages and gender distribution of participants (n=300)

Gender							
Age		Male		Female		Total	
		Freq.	%	Freq.	%	Freq.	%
	Under 25 years	14	6.7%	5	5.6%	19	6.3%
	25-30 years	32	15.2%	10	11.1%	42	14.0%
	31-35 years	37	17.6%	15	16.7%	52	17.3%
	36-40 years	36	17.1%	10	11.1%	46	15.3%
	41-45 years	55	26.2%	30	33.3%	85	28.3%
	46-50 years	30	14.3%	15	16.7%	45	15.0%
	51-55 years	6	2.9%	5	5.6%	11	3.7%
Total		210	100%	90	100%	300	100%

4.2.2 Educational Levels Obtained by Participants

Table 4.2 below indicates that 16.7% of the participants possessed a Masters degree, 21.0% possessed Honours degrees and 18.7% had diplomas. While 28.3% possessed a Bachelors degree and 15.3% had other qualifications.

Table 4.2: Educational levels obtained by participants (n=300)

Educational Level	Frequency	Percentage
Masters or equivalent	50	16.7%
Honours or equivalent	63	21.0%
Bachelors or equivalent	85	28.3%
Diploma or equivalent	56	18.7%
Other	46	15.3%
Total	300	100%

4.2.3 Service Tenure of Respondents

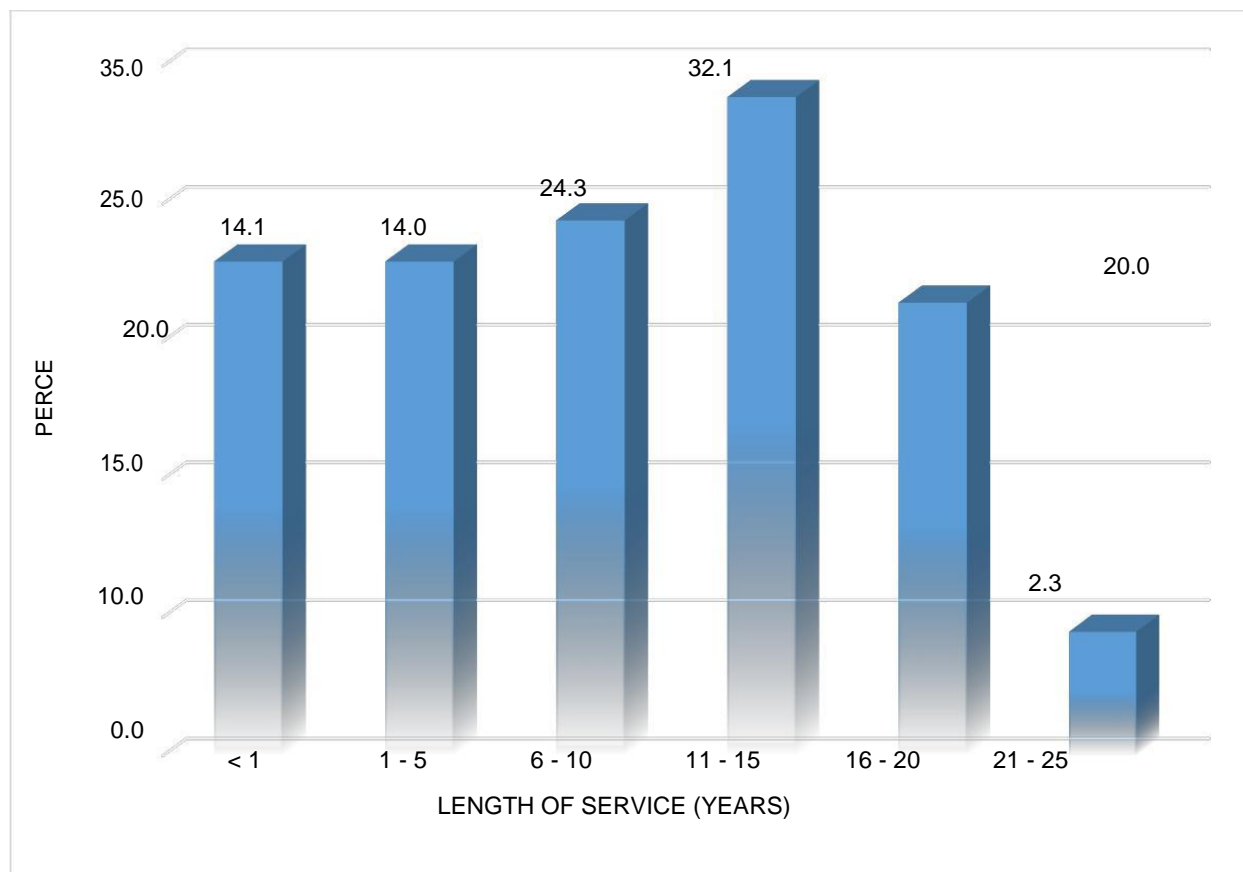
As specified in Table 4.3 and Figure 4.1 below, most participants (32.1%) experience lay within 11-15 years of their service in the organisation, and 2.3%, had 21 to 25 years put into service for the organisation. Furthermore, results show that those respondents with a tenure of less than a year constituted 14.1% and those that had put in between 1 and 5 years constituted 14.0%. While 24.3% had their experience between 6 and 10 years and 20.0% had service experience between 16 and 20 inclusive.

Table 4.3: Service tenure of participants (n=300)

Service tenure	Frequencies	Percentages
Less than 1 year	43	14.1%
Within 1 to 5 years	42	14.0%
Within 6 to 10 years	63	24.3%
Within 11 to 15 years	96	32.1%
Within 16 to 20 years	51	20.0%
Within 21 to 25 years	5	2.3%
Total	300	100%

As indicated above, Table 4.3 above demonstrates the distribution of the service tenure of respondents who participated in the study and the graphical representation in Figure 4.1 below shows a more distinct picture of the distribution of the participants service tenure.

Figure 4.1: Service tenure of participants (n=300)



4.3 The Descriptive Statistical Analysis

This section covers the descriptive statistical data analysis conducted in terms of the participants response options given in the questionnaire. Strongly agreeing and agreeing for example, were summarised into referring and meaning agreeing. The same was done for the rest of the response options.

4.3.1 The Talent Management Descriptive Analysis

Covered here is the descriptive statistics with respect to management of talent. Depicted in Table 4.4 and Figure 4.2 is a summary of the participants scale responses with respect to management of talent in the organisation under study.

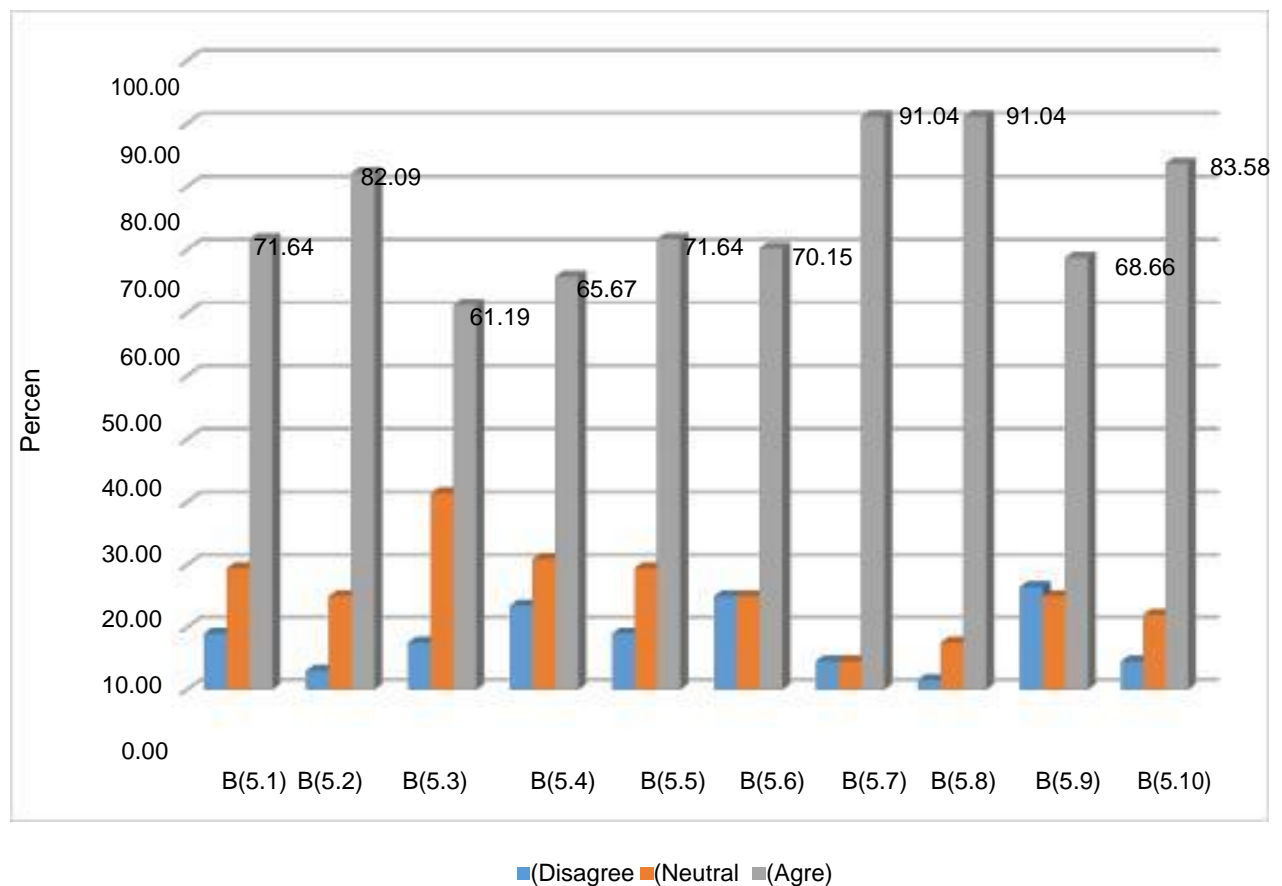
Table 4.4: Scoring patterns with respect to talent management (n=300)

RESEARCH QUESTION	RESEARCH OBJECTIVE	STATEMENT	RESPONSES OPTIONS
1.What talent management strategies does the Nedbank Division of Private Wealth use to enhance performance of workers?	1.To investigate talent management strategies that the Nedbank Division of Private Wealth uses to enhance performance of workers	B5.1.Talent management Implementation advances employees development	(DISAGREEING) 9% (NEUTRAL) 19.4% (AGREEING) 71.6% (TOTAL) 100%
		B5.2.The organisation empowers its employees to take responsibility of their personal development	(DISAGREEING) 3% (NEUTRAL) 14.9% (AGREEING) 82.1% (TOTAL) 100%
		B5.3.I strongly feel that my contribution of ideas is valued in the organisation	(DISAGREEING) 7.5% (NEUTRAL) 31.3% (AGREEING) 61.2% (TOTAL) 100%
		B5.4.Employee career plans for the next 12 months are clearly defined	(DISAGREEING)13.4% (NEUTRAL) 20.9% (AGREEING) 65.7% (TOTAL) 100%
		B5.5.The organisation has the capacity and ability to attract talented individuals	(DISAGREEING) 9% (NEUTRAL) 19.4% (AGREEING) 71.6% (TOTAL) 100%
		B5.6.I am happy with my prospects for advancement in the organisation.	(DISAGREEING)14.9% (NEUTRAL) 14.9% (AGREEING) 70.1% (TOTAL) 100%
		B5.7.The organisation offers conducive environment for training and development of employees	(DISAGREEING) 4.5% (NEUTRAL) 4.5% (AGREEING) 91.0% (TOTAL) 100%

RESEARCH QUESTION	RESEARCH OBJECTIVE	STATEMENT	RESPONSES OPTIONS
		B5.8.I am clear with my role to play in the organisation	(DISAGREEING) 1.5% (NEUTRAL) 7.5% (AGREEING) 91.0% (TOTAL) 100%
		B5.9.The personnel development policies of the organisation are quite good	(DISAGREEING)16.4% (NEUTRAL) 14.9% (AGREEING) 68.7% (TOTAL) 100%
		B5.10.My supervisor is supportive of subordinate personal development	(DISAGREEING) 4.5% (NEUTRAL) 11.9% (AGREEING) 83.6% (TOTAL) 100%

Figure 4.2 below shows the graphical representation of the scoring patterns of the respondents regarding management of talent. The responses options of the respondents summarised in Table 4.4 above are graphically represented in Figure 4.2 below to present a clearer picture of the patterns of responses.

Figure 4.2: Talent management respondents scoring patterns (n=300)



The results depicted above, indicate that most of the participants agreed that talent management is implemented at Nedbank Private Wealth. According to Figure 4.2, 71.64 percent of participants, concurred with, (statement B5.1), 82.09 percent of the participants, corresponded with, (statement B5.2), 61.19 percent agreed with (statement B5.3). This was the least rated, indicating that the respondents felt that their inputs, suggestions and ideas while valued, there is more that needs to be done to improve in this area. Statements, B5.7 and B5.8 were highly rated with respondents agreeing to the extent of 91.04 percent that the Nedbank Division of Private Wealth offered a good training and developing environment and the respondents understood their roles and how they can help the organisation achieve its aims respectively. Most of the participants (71.64) percent acknowledged that the organisation attracts highly talented employees and employees are happy with chances of promotion at the Nedbank Private Wealth Division as evidenced by 70.15 percent of approval. Respondents indicated that they were happy with the policies of the organisation on personnel development (68.7) and that the management does support personal development of the workers (83.6), respectively.

4.3.2 Employee Performance Descriptively Analysed

This section descriptively analyses employee performance. Shown below in Figure 4.3 and Table 4.5 are summaries of respondents scoring patterns with respect to performance of employees in the organisation under study.

Table 4.5: Employee performance scoring patterns (n=300)

RESEARCH QUESTION	RESEARCH OBJECTIVE	STATEMENT	RESPONSES OPTIONS
2. What effect does skill administration has on the functioning of workers at the Nedbank Division of Private Wealth?	2. To establish the talent administration impact on the functioning of workers at Nedbank Wealth	B6.1. Performance feedback is received regularly in this organisation	(DISAGREEING) 20.9% (NEUTRAL) 17.9% (AGREEING) 61.2% (TOTAL) 100%
		B6.2. I am always willing to contribute beyond the normal expectations of my job	(DISAGREEING) 7.5% (NEUTRAL) 23.9% (AGREEING) 68.7% (TOTAL) 100%
		B6.3. My supervisor always involves me in decision making that directly affects my work	(DISAGREEING)20.9% (NEUTRAL) 25.4% (AGREEING) 53.7% (TOTAL) 100%
		B6.4. The performance appraisal processes of the organisation are fair and quite effective	(DISAGREEING)16.4% (NEUTRAL) 29.9% (AGREEING) 53.7% (TOTAL) 100%
3. What other factors could improve performance of workers at the Nedbank Division of Private Wealth?	3. To examine other aspects that could result in the upgrading of the performance of workers	B6.5. In this organisation employees are equitably rewarded for their exceptional performance	(DISAGREEING)23.9% (NEUTRAL) 26.9% (AGREEING) 49.3% (TOTAL) 100%
		B6.6 I am always motivated to attain my performance set targets	(DISAGREEING)7.5% (NEUTRAL) 10.4% (AGREEING) 82.1% (TOTAL) 100%

RESEARCH QUESTION	RESEARCH OBJECTIVE	STATEMENT	RESPONSES OPTIONS
		B6.7. The organisation has effective systems in place to manage poor performance	(DISAGREEING)10.4% (NEUTRAL) 25.4% (AGREEING) 64.2% (TOTAL) 100%
		B6.8. I am satisfied with my earnings package and motivated to perform high	(DISAGREEING)29.9% (NEUTRAL) 17.9% (AGREEING) 52.2% (TOTAL) 100%
		B6.9. Lack of resources always inhibits my performance	(DISAGREEING)41.8% (NEUTRAL) 11.9% (AGREEING) 46.3% (TOTAL) 100%
		B6.10 My supervisor is well supportive and this strengthens my performance	(DISAGREEING) 6.0% (NEUTRAL) 10.4% (AGREEING) 83.6% (TOTAL) 100%

The responses options for participants with respect to employee performance shown in Table 4.5 above are represented graphically in Figure 4.3 below for more clarity.

Figure 4.3: The scoring patterns with respect to employee performance (n=300)

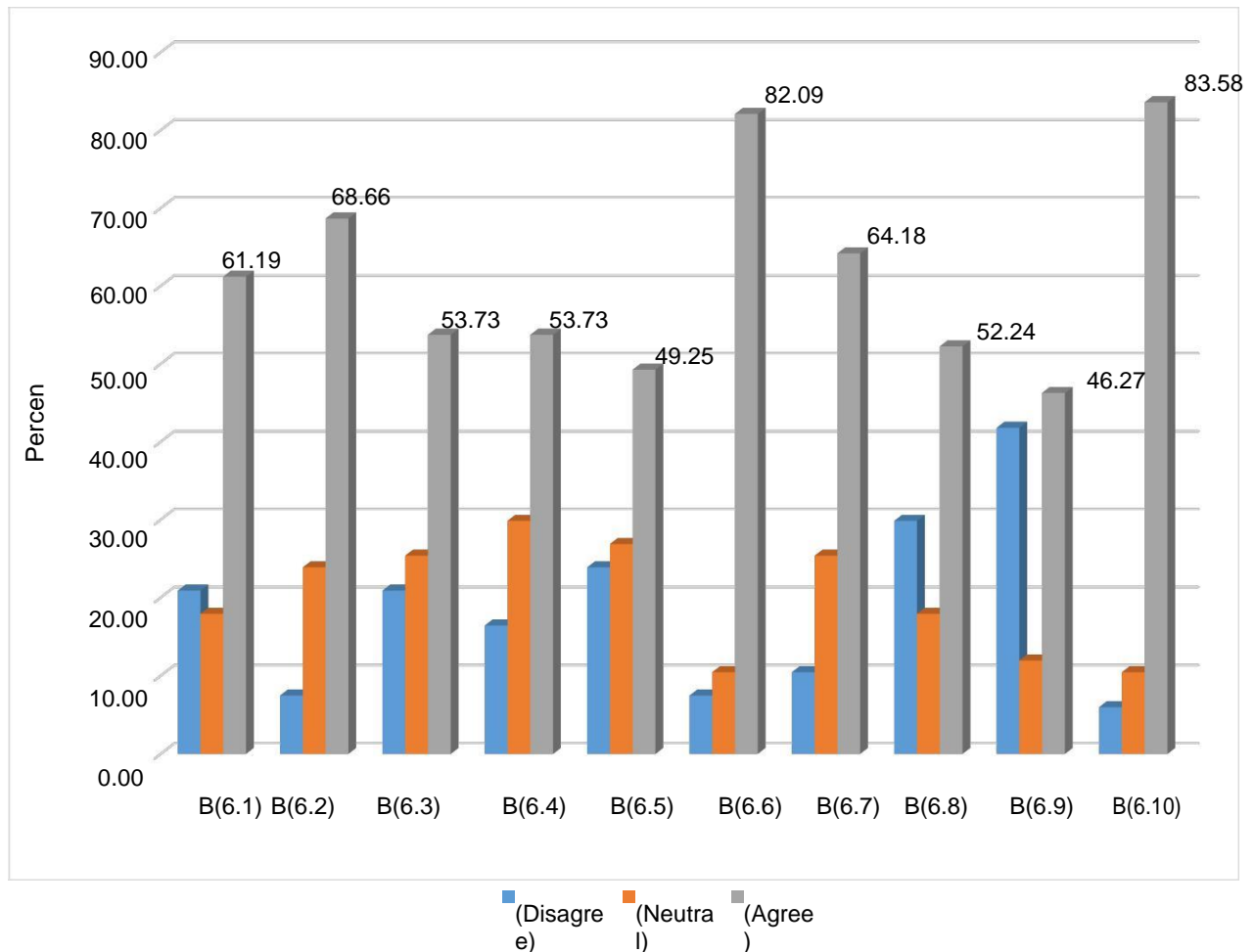


Table 4.5 and Figure 4.3 above presents the statistical results with respect to employee performance. The majority (83.9%) of respondents acknowledged that they perform well because of their supportive supervisors and they always reach their set performance targets (82.1%). The majority of the participants (68.7%) agreed they were motivated to contribute more and perform beyond the expectations, while 62.4% acknowledged that the division manages poor performance very well and they always get feedback on their performance (61.2%). However, only 53.7% of respondents agreed that they were always taking part in decision-making processes that directly affects their work performance and acknowledged the presence of performance review process systems. Only 52.2% participants agreed that their performance is good because their current salary satisfies them, while 49.3% acknowledged that employees are rewarded for their outstanding performance in the Division. However, 46.3% of the respondents raised concern about limited resources in the Division.

4.3.3 Retention Strategies Descriptively Analysed

In this section, the retention strategies of the organisation are descriptively analysed. Provided in Figure, 4.4 and Table, 4.6 is the summarised participants responses with respect to the strategies to retain the workers that the Nedbank Division of Private Wealth uses.

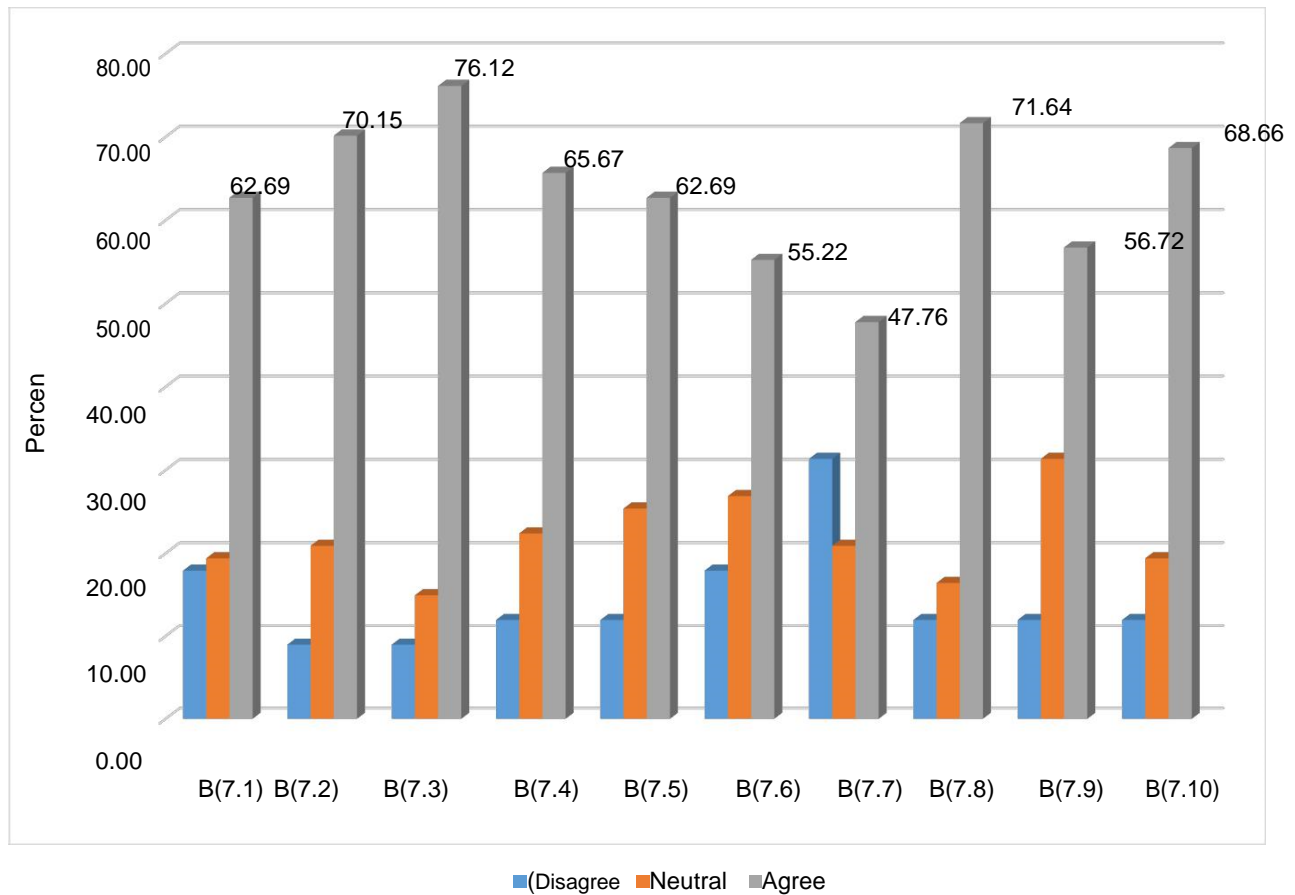
**Table 4.6: The retention strategies scoring patterns summary
(n=300)**

RESEARCH QUESTION	RESEARCH OBJECTIVE	STATEMENT	RESPONSES OPTIONS
4. What employee retention strategies is the Nedbank Division of Private Wealth currently using?	4.To establish the current employee retention strategies that the Division is using	B7.1.Leaving this organisation does not cross my mind at all	(DISAGREEING)17.9% (NEUTRAL) 19.4% (AGREEING) 62.7% (TOTAL) 100%
		B7.2. This organisation has a good culture that attracts employees to stay	(DISAGREEING) 9.0% (NEUTRAL) 20.9% (AGREEING) 70.1% (TOTAL) 100%
		B7.3 I am motivated to tell others about the advantages of being in this organisation	(DISAGREEING) 9.0% (NEUTRAL) 14.9% (AGREEING) 76.12% (TOTAL) 100%
		B7.4. This organisation has strong measures put in place to help retain workers	(DISAGREEING)11.9% (NEUTRAL) 22.4% (AGREEING) 65.7% (TOTAL) 100%
		B7.5. I value at this point being in this organisation, as a matter of necessity	(DISAGREEING)11.9% (NEUTRAL) 25.4% (AGREEING) 62.7% (TOTAL) 100%

RESEARCH QUESTION	RESEARCH OBJECTIVE	STATEMENT	RESPONSES OPTIONS
5. What improvements could be made on the retention strategies of Nedbank Wealth?	5. To suggest what improvements could be made on the strategies to retain workers at the Division	B7.6. The opportunity cost of leaving my organisation is the major consequence of failure to get the better alternative	(DISAGREEING)17.9% (NEUTRAL) 26.9% (AGREEING) 55.2% (TOTAL) 100%
		B7.7. If I get any job offer elsewhere I would not consider leaving my organisation	(DISAGREEING)31.3% (NEUTRAL) 20.9% (AGREEING) 47.8% (TOTAL) 100%
		B7.8. One of, the major reason I am still in this company is my strong conviction that loyalty is important	(DISAGREEING)11.9% (NEUTRAL) 16.4% (AGREEING) 71.6% (TOTAL) 100%
		B7.9. This organisation has good retention strategies that are put in place	(DISAGREEING)11.9% (NEUTRAL) 31.3% (AGREEING) 56.7% (TOTAL) 100%
		B7.10 Come the next 5 years, I see myself still working for this organisation	(DISAGREEING) 11..9% (NEUTRAL) 19.4% (AGREEING) 68.7% (TOTAL) 100%

Figure 4.4 below presents the graphical representation of the scoring pattern of the respondents on the aspect of retention strategies employed by the Division.

Figure 4.4: Participants patterns of scores with respect to retention strategies (n=300)



As shown in Table 4.6 and Figure 4.4, most participants (76.1%) agreed that at any given time they could tell other people about how good it is to work at the Nedbank Private Wealth Division and they strongly feel obliged to be loyal to the organisation (71.6%). Most respondents (70.2%) attributed their loyalty to the organisation because of its good culture that enhances the retention of workers. This was followed by the acknowledgement of 68.7% of the respondents that they see themselves still working for the organisation in the next 5 years. While 65.7% of the respondents reiterate that the Nedbank Private Wealth Division has in place measures to retain employees, and 62.3% of the respondents suggested that they do not contemplate leaving the Division and seek for employment elsewhere as remaining in the organisation is a matter of principle and necessity 62.3%. However, a mere 56.7% of the participants agreed that the retention strategies of the Division are satisfactory and 55.2% sounded caution against the availability of alternative employment options. About 47.8% of the respondents agreed, that if it happens that they get offers for better jobs elsewhere, they would not consider leaving their current organisation.

4.4 The Study Limitations

This study was confined to a case study of the Nedbank Wealth Cluster situated in the Western Cape Province. As a result, the other provinces were not included, which makes it difficult to generalise the outcome of the study. In addition, not all Divisions of the Bank were studied. A wider scope could be considered in future studies to obtain results that could be easily generalisable.

4.5 Conclusion

Chapter four dealt with data analysis and results obtained with respect to the study research questions and fulfilment of the conceptualised objectives. Both descriptive statistical and inferential statistics analysis were conducted to obtain the results with respect to management of talent, performance of workers and strategies to retain the workers that Nedbank Division of Private Wealth uses to achieve organisational performance. The elaboration of outcomes is presented in the following section.

CHAPTER FIVE: DISCUSSION OF THE RESULTS

5.1 Introduction

The section discusses the outcome obtained from the evaluation done in chapter four. The intention of the study was to examine the impact of management of talent and strategies put in place to retain the talent on the performance of employees at Nedbank Wealth in the Western Cape Province. The study results are discussed in relation to the literature existing on the phenomenon under study. The main reason for reviewing the literature was to compare and present the study contribution to the stakeholders at the Nedbank Division of Private Wealth with respect to talent management, performance of workers and the strategies put in place. The study also contributes to the existing discipline in talent administration.

5.2 Descriptive Statistics

Descriptive analysis results in creation of summaries of surveys relating to the key constructs of the phenomenon under study (Gray, 2014). The subsequent sections deal with statistical analyses in terms of scoring patterns of the participants regarding management of talent, performance of workers and strategies to retain talent put in place.

5.2.1 Talent Management

Research Question 1: What talent management strategies does the Nedbank Division of Private Wealth use to enhance performance of workers?

Nedbank Wealth Cluster practices the strategy of empowering workers to take direct responsibility for their personal developmental growth. This assertion was supported by 82.1% of the participants, who concurred that they are fully responsible for their personal development. Employee empowerment is critical as it gives workers chances to unleash their potential in innovative ideas, to take organisations to great heights and achievement of organisational strategic goals, which corresponds with research by Dehghani, Gharooni

and Arabzadeh (2014). The Division also affords employees opportunities to meaningfully contribute their suggestions for organisational improvement. A sizable portion of the participants (62.2%) attested the organisation values their inputs and suggestions of ideas. These results as obtained in chapter four are in harmony with the assertions by Han, Chiang and Chang (2010), who view employee participation as vehicle for fostering workers human needs in line with workers fundamental rights to extend some degree say on how organisations should be governed.

The Division also uses the strategy of career planning as part of empowerment of workers. Respondents amounting to 65.7% suggested that they had some ideas concerning their career plans spanning the next 12 months they are in the Division. These results are in harmony with Shimaoka (2015) who suggests that career planning, starts with making choices for jobs, tasks involved, performance standards and personal developmental growth trajectories. These measures require full management support (Shimaoka, 2015).

In order to facilitate mutual beneficitation between the organisation and its employees, the Division has policies and measures in place to attract potentially highly talented workers. This view was raised by 71.6% of the participants. However, literature suggest that competition for best talent available in the labour market is exceedingly getting stiffer and tougher (Pastor, 2012). The Division is experiencing its own challenges as well affirming what literature says.

Career development is also aided by high chances of employee promotion in the Division, as attested by 70.1% of the participants. The participants indicated that they were basically satisfied with chances of promotion in the Division. The results obtained are significantly in support of the literature cited here below. Promotion makes workers happy as promotion naturally comes with better packages, benefits and responsibilities (Spilerman and Petersen, 2005; Odeku, 2013).

The Division offers conducive environment and place for training and development of workers, as asserted by a whopping 91.0% of the participants. Employees in the Division have clear roles to place and contribute in the organisational achievement of strategic goals

in line with the following literature, Belias, Koustelios, Sdrolas and Aspridis (2015) who suggest that employees are overwhelmed by different performance expectations fronted by either colleagues or immediate supervisors. It is paramount that workers assigned clear roles in the organisation (Belias et al., 2015).

In line with good industrial relations, the Division has in place organisational personnel policies. This was affirmed by 68.7% of the participants who indicated that they were happy with the organisational personnel policies of the Division. Personnel policies serve to rid organisations of discrimination tendencies and facilitates impartiality in dealing with grievances or distribution of opportunities among organisation workers (Tohidi, 2010). In all this effort by the Division, management support is critical and 83.6% of the respondents indicated satisfaction with the level and amount of support they get from the management of the Division. These results are in harmony with the findings by Abdullah and Jins (2015) who concluded that employee development hinges on effective management commitment and support of these organisational processes.

The Division strives to encourage and foster career path development of its employees. Issues of job security and stability naturally pre-occupy minds of every employee in any organisation. The results are in agreement with studies conducted by Kyndt, Dochy, Michielsen and Moeyaert (2009) and Kamil, Hamid, Hashim and Omar (2010), who intimate that it is always important and critical that employees see their employment in the organisation extending into the foreseeable future. It is through concerted effort in building employees career paths that are clearly focused, that organisational management stands to benefit from healthy support from the goal-oriented workers who know what they want and in turn, organisations get optimal performance from such employees as further elaborated by Chew and Chan (2010).

A further cross-referencing with literature gives interesting narratives in support of the findings of the current study obtained in chapter four. For example, Maya and Thamilselvan (2013) proclaim that implementing management of aptitude measures assists organisations to be able to sustain and optimise their human capital resources for the achievement of organisational strategies. Noted further is that employees of organisations possessing

sufficient talent management measures, programs, practices, strategies, and policies stand better chances of outperforming their competitors (Ogbeta, Nzewi and Chiekezie, 2015; Maya and Thamilselvan, 2013).

The employee performance rewards that the Division is currently using do not seem to be commensurate with the performance of workers at the Division, as suggested by literature. There is no significant association between organisational staff productivity rewards administered and the workers' actual execution of duties. Gohari, Kamka, Jafar and Zohoori (2013) suggest that organisational performance rewards naturally would have effects on the performance of employees. However, there are issues of fairness in the processes that at times are a serious challenge for many organisations. It is for these reasons that literature suggest that rewards do not necessarily influence worker performance (Zaman, 2011). As a result, it may not be surprising that there was a replication of same results in this current study.

5.2.2 Employee Performance

Research Question 2: What impact does talent management have on the performance of workers at Nedbank Wealth?

Talent management strategies used by the Nedbank Division of Private Wealth appear to be working well for the organisation. The level of autonomy for innovative ideas allowed to talented employees to explore is bearing the desirable expectations. A sizable number of participants (62.2%) revealed that there are mechanisms put in place for feedback on employees' innovation performance and achievement of set targets. These results are in harmony with Andiola (2014) who reiterates that feedback on the performance of workers is critical for each organisation as a motivational and developmental instrument. Aguinis, Gottfredson and Joo (2011) results are in harmony with the view that effective performance feedback does not only have the potential of enhancing employee engagement, but enhances enthusiasm and workers job satisfaction.

The Cluster nurtures talent to the extent of allowing autonomy in decision making, and that viewed as a positive strategy by the Division, as asserted by 53.7% of the participants, who intimated that they actively participate in the process of making decisions that directly has an influence in their performance as employees. Literature highlights the benefits of involving workers in decision making, as largely instilling sense of belongingness amongst the organisational employees and increasing workers commitment to the achievement of organisational goal and targets (Mansor, Chakraborty and Mahitapoglu, 2012). The results of the study are nevertheless in marginal harmony with the literature cited above.

Management tools such as the instruments for performance reviews are used in the Division to provide accurate information as far as possible. A reasonable number of participants (53.7%) attested that there are affective performance review mechanism and processes in place to provide accurate information about workers areas of strength and areas of weakness. To a certain extent the results are in agreement with literature suggesting that an effective performance review process is one that focuses on the weaknesses and strengths of workers for the purposes of continuous improvement (Osmani and Maliqi, 2012).

While the Division goes out of its effort to manage talent and retain it, in turn expects its employees to at least reach their performance targets. Employees of the Division are able to achieve their performance targets because they fully understand their roles in the organisation. This is in harmony with subsequently cited literature, for example Jomon and Srikanth (2013), suggest that it takes employees to unambiguously understand their roles in the organisation for them to be able to achieve set performance targets. Role clarity positively affects employee performance, as employees get to understand the vital information critical to their performance expectations (Suan and Nasuridin, 2013). According to Ingham (2011) and Shuttleworth (2010), organisations need clearly defined talent management programs to be able to build their strategic capabilities.

The Division has in place measures to ensure that there is consistence in providing employees with their performance feedback. What is most important is that the feedback

information has to be as accurate as possible in order to assist the workers improve their performance if need be. Employees should be always aware of their strengths and weaknesses. A significant relationship does exist between consistent employee performance feedback and the employee performance review processes of the Division. The results are in harmony with literature emphasising that employee performance, review processes are only complete and sufficient when they focus and highlight employees strengths, weaknesses, and then offer remedy (Obisi, 2011; Farrugia, Petrisor and Bhandari, 2009).

Research Question 3: What other factors could improve performance of workers at the Nedbank Division of Private Wealth?

The Division does reward employees for outstanding performance. However, from the results, that is, a mere 49.3% of the participants who attested that the Division does reward outstanding performance, it is clear that this aspect has a potential of helping in the improvement of workers' performance. These results are in harmony with Gohari and Ahmadloo (2013) and Vosloban (2012), who emphasise that outstanding performance rewards are essential for incentive purposes and strong motivation for improved performance by workers.

There is reasonable appreciation of effort made by the Division to manage poor performance, as indicated by 64.2% of the participants, who revealed that the Division does manage poor performance by its workers. According to Daoanis (2012), frameworks put in place by organisations can be better appraised for their effectiveness through consistent performance management efforts to identify areas of improvement. This literature buttresses the results obtained.

Compensation for outstanding employee performance is considered as another factor that could be used to improve performance of workers in the Division, as illustrated by 52.2% of the participants, who appeared to be happy with their compensation. The results are in harmony with Bryson, Buraimo and Simmons (2011), whose study elaborated on how

salary packages have a potential of improving the performance of workers. In their study, they found that workers` performance has significant chances of improving when workers get handsome compensation. In addition, Wu (2006), suggests that compensation needs to be complimented with availability of adequate resources that employees require to carry out their tasks.

Management support was viewed as the most important and critical additional factor that could improve the performance of the Division`s workers. The majority of the participants (83.6%) attested to the effect that they believe they are performing well because of their supervisors` support. This assertion is supported by literature that emphasises that employees, especially new ones do not automatically fit in and understand fully what is expected of them; as a result, supervisor support becomes critical (Baloyi, Waveren and Chan, 2014).

The management of the Division makes an effort to support its employees as much as possible, especially by empowering them to be accountable for their personal progression. With the support of supervisors, workers performance improvement is guaranteed as supervisor employee relationship develops and grows. These study results are in harmony with studies suggesting that workers need their guidance from their supervisors in the performance of their duties and production of work of high quality (Krongboonying and Lin, 2015). According to Ismail, Sieng, Abdullah and Francis (2010) supervisors` ability to perform their roles effectively increases workers performance.

Further cross-referencing with literature reveals quite interesting narratives. Aljunaibai (2014), for example, suggests that organisations need to focus on effective engagement of employees in their efforts to implement talent management measures. In other words, no talent management system can be successful without the effective engagement of workers (Mahammed, 2015). Alternatively, effective talent management makes workers feel very much engaged, appreciated, valued properly aligned to organisational goals (Davies and Davies, 2010; Abel, 2008).

5.2.3 Retention Strategies

Research Question 4: What employee retention strategies is the Nedbank Division of Private Wealth currently using?

The organisational culture of the Division is singled out as the most important strategic focus by the organisation that has helped the Division retain its talent. This assertion was supported by 70.15% of participants, who reiterated that the Cluster's culture is encouraging employees to stay in the Division despite the prevailing labour turnover rates that have challenged the organisation for years. The results are agreeing with Zeitlin, Augsberger and McGowan (2015), in their assertion that organisational culture, comprising of both, workers relationships and organisational values, directly influences the retention of talented employees. In harmony, Putthiwani (2015) concurs, and add that organisational culture is a precious and unique attribute, as it can make or break organisation effort to retain hard acquired talent sustainable competitive advantage. It is quite critical for organisational culture to be in harmony with the strategic thrusts and trajectories of the organisation, as well as workers values and expectations (Rani and Srivastava, 2015).

The Division employs strategies of putting sufficient measures in place to retain its workers as part of its management of talent trajectory. The strategy hinges on the prosperous execution of talent administration as suggested by Chiekezie (2015), who alludes that successful execution of administration of talent increases employees' commitment to the organisations they are working for. Further cross-referencing with literature reveals that retention of valuable workers is critical to achievement of organisational goals (Oladapo, 2014; Isfahani and Boustani, 2014). According to Kibul, Gachunga and Namusonge (2014), gaining sustainable competitive advantage demands that organisations build strong human capital through effectively managing talent and retaining it. The results of this study obtained in chapter four are in harmony with the findings of these past studies.

The retention strategies employed by the Division that are put in place primarily seek to enhance motivation of the employees of the Division. This assertion is in line with Kassa (2015), who views worker motivation as critical for the satisfaction of workers, which in turn

increases the chances of retaining workers in the organisation. Motivating and engaging employees plays an important role in employees decision making whether to leave or stay in their organisations (Mgedezi, Taga and Mjoli, 2014). Furthermore, Sandhya and Kumar (2011) reiterate that preserving workers is achievable through employee inspiration and preservation measures such as staff performance bonuses and rewards, and career development strategies.

Research Question 5: What improvements could be made on the retention strategies of Nedbank Private Wealth Cluster?

While the Cluster has measures in place to retain talented workers as asserted by 67% of the participants, there is need for much more improvement in this regard; as 11.9% of the participants revealed that in their opinion, the Division does not have measures in place to keep talented workers in the Division. The results are in harmony with Mapolisa (2015), Chiboiwa, Samuel and Chapunza (2010) who suggested that organisations should consider both non-monetary and monetary retention strategies. However, Mabika (2016) suggest that most South African organisations offer a variety of retention strategies compared to their counterparts elsewhere in Africa.

Despite the adverse historical information and records of the Division, having been hit by severe challenges of labour turnover in the past, 62.69% of the participants indicated that they would rather remain with the Division as a matter of desire and necessity, showing high levels of personal attachment to the organisation. These results are in harmony with Kumari and Afroz (2013) who opinion that when workers chose to stay in the organisation out of sense of necessity and desire, it is a strong reflection of affective attachment to the organisation. In the same vain, workforce that exhibits strong desire to continue working for the organisation does so because they want to do so (Saygan, 2011).

Taking advantage of the characteristics and behaviour of the labour market seems to be working well for the Division. The labour market poses some opportunity costs, such as high costs of leaving an organisation for another one under conditions of uncertainty. There

are potential negative consequences in leaving one employment for another. The Division's employees (55.22%) indicated that they were aware of the potential negative consequences in leaving the Division. These results are in harmony with Saygan (2011) and Wokocha (2014) who intimate that usually when workers decide to remain in their organisation on account of high costs of disengaging from the organisation, and the perceived benefits of continuing with their employer, the action resembles continuance commitment to the organisation.

The Division makes good effort to cultivate the sense of loyalty among its employees as means to continuously improve its retention capability, as indicated by 71.64% of the participants, who stated that loyalty to the organisation compels them to be loyal and remain within the organisation. The current case study adds to existing literature suggesting that when retention strategies are effectively implemented, employees naturally develop the culture that motivates them to stay put (Mohamed, Kader and Anisa, 2012). Van Dyke and Coetzee (2012)'s study revealed that employee satisfaction with retention measures put in place positively and significantly correlate with employee loyalty to the organisation as strongly exhibited in this current study.

Further cross-referencing with literature revealed some important narrative about the impotence of organisations having tasks above and beyond just attracting best of talent available, but also endeavour to keep that highly rated and qualified talent as much as possible for as long as it takes (Kossivi, Xu and Kalgora, 2016). Literature further suggest that employees would always entertain leaving their organisations at some point in the future (Holton, Mitchel, Lee, Elberly, 2008; Gupta-Sunderji, 2007).

In addition and guided by the industrial and labour policies of the country in general, the Division of Nedbank Private Wealth has in place sound personnel policies. A significant relationship does exist between retention strategies put in place and the effectiveness of the organisational personnel policies. The importance of an organisation's need to effectively institute sound personnel management strategies and policies to retain the talent, such as making workers feel that they are valued and actively engaged needs not to be over emphasised. These assertions are in harmony with the results of several studies

that have affirmed that personnel policies and human resources development practices have significant impact on workers retention (Yazinski, 2009; Haider, et al., 2015).

Tahir (2015) intimates that empowerment of employees needs to involve delegation of some level of authority for decision making to employees of the organisation. Above all, as Ongori and Shunda (2008) suggest, empowerment of employees should enhance job enrichment, opportunities for employees input and contribution, and control over one's personal developmental growth. According to Dobre (2013) and Gollin and Kaji (2015), worker motivation, while may be driven by several factors, such as conditions of work environment, and salaries, empowering employees for personal developmental growth appears to derive higher levels of employee motivation. This assertion was strongly supported in this current study.

5.3 Limitations of the Study

The study focused on Nedbank Wealth Cluster in the province of Western Cape. The scope of the study was limited to the case study in question. As a result, the results may not be objectively generalisable to the rest of the Nedbank Divisions throughout the country.

5.4 Conclusion

Chapter Five covered the discussion of the study results, that was conducted on the effect of skill management measures put in place by Nedbank Wealth Cluster in the Western Cape Province on the performance of its workers and the strategies that the Division uses to retain the talent. The results discussed were obtained from the descriptive statistical analysis of data and testing of the cited hypotheses that were done in chapter 4. Chapter 6 covers the conclusion and recommendations for solving the research problem and suggestions for future studies.

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

Chapter Six concludes the case study and makes commendations drawn from the discourse of the results done in the preceding chapter. The purpose of the conclusion is to tie up the research objectives with the results obtained. Following the conclusion section is the implications of the study in terms of the contribution of the study to knowledge and practical solutions recommended to the Nedbank Division of Private Wealth management regarding talent management, performance of employees and retention strategies. Recommendations for further future research are outlined and the summary concludes the chapter.

6.2 Conclusion of the Study

Investigation of talent management strategies that Nedbank Private Wealth Cluster uses to enhance performance of workers; determination of talent management impact on the performance of workers; examination of other aspects that might result in the perfection of the workers functioning; establishing the current employee retention strategies that the Division is using and suggesting what improvements could be made on the strategies to retain workers at the Division were the main objectives of this study.

Objective 1: Investigation of talent management strategies that the Nedbank Division of Private Wealth uses to enhance functioning of workers

The outcomes of the study attest that the Nedbank Division of Private Wealth empowers its workers to take direct responsibility for their personal developmental growth as part of its strategies to manage talent and enhancement of performance of its workers. The division places its employees on career planning paths as well, a way of empowering them. This strategy is in harmony with several studies conducted on the phenomenon. These studies emphasised on the importance of management support and commitment to successful implementation of talent management. There are sound measures put in place by the Division to attract potentially highly talented employees, with clear policies for promoting

these employees when they are due for promotion. The Division workers are reasonably happy with the organisational environment that is fertile for training and development to enhance workers contribution to the achievement of the organisation's strategic goals. To achieve the intended talent management and retention of the best talent objectives, the Division complies with the organisational personnel policies to ensure fairness in the administration of skill management and its retention. According to the results obtained, study objective one was achieved.

Objective 2: Determination of talent management impact on the performance of workers at the Nedbank Division of Private Wealth

The level of autonomy that the Division gives to its talented employees to exercise their innovative ideas seems to be paying dividends. This strategy of nurturing talent in the Division allows and gives employees substantial autonomy to make decisions that directly affect their performance. The management of the Division uses tools such as instruments for performance reviews to measure the bearing of talent supervision on the enactment of workers. Therefore, the research concludes that objective two was achieved.

Objective 3: Examination of other factors that could result in the improvement of the performance of workers

Rewarding outstanding worker performance remains on the table as a strong contestant for other factors that could be used to improve the performance of the employees in the Division. On the other hand, poor performance needs to be managed for improvement, while compensation for outstanding employee performance is considered as another factor that could be used to improve performance of workers in the Division. Above all more management support of employees' efforts to improve their performance is critical for the Division its achievement of its strategic goals and attainment of sustainable competitive advantage. The study concludes that objective three was achieved.

Objective 4: Establishing the current employee retention strategies that the Division is using

Organisational culture contributes significantly in retaining organisational talent. As the organisational culture develops and evolve with time, so does the entrenchment of employees' attachment to the organisation. The Division seems to be having a mature organisational culture that has over time helped in retention of outstanding talent. Sticking out the most was the cultural values and believes of the Division that the employees are easily buying into. The results of the study are in harmony with literature, which suggest that organisational culture, comprising of both, workers relationships and organisational values, directly influences the retention of talented employees. Therefore, the conclusion drawn is that objective four was achieved.

Objective 5: Suggesting what improvements could be made on the strategies to retain workers at the Division

No matter how effective systems or practices may seem to be working and achieving the intended or desired outcomes, there is always room for improvement. While the Division has measures in place to retain talented workers, there is need for much more improvement in this regard, particularly consideration of strategic mix or combination of monetary and non-monetary retention strategies that the Division could engage in to improve the retention ability and capability of the Division.

The indication by some respondents that they would rather remain in the Division for as long as it takes creates a room for optimism that when the Division invests in doing more that can be beneficiary to both employees and the organisation on a mutual basis. Cultivation of sense of loyalty among employees is critical for the Division to focus on as means to continuously improve its retention capability in harmony with literature, which reveals that employee satisfaction with retention measures put in place positively and

significantly correlates with employee loyalty to organisations. Therefore, from the narrative above, the study concludes that objective five was achieved.

6.3 Implications of the Study

- The study extends academic debate in the field of talent management in particular. This case study offered an opportunity for understanding the contextual organisational dynamics that lead to differing approaches on some organisational management practices such as talent management. There is room for future academic debate on how some organisations in the banking and financial sector practise skill administration in the manner they do.
- The study also pursued to contribute potential practical solutions to the challenge and problem of managing talent and how best to retain it, that could come handy to the management of Nedbank Private Wealth Cluster in the Western Cape.

6.4 Recommendations for Managers of the Organisation

- Several studies have revealed that the banking sector in particular is faced with serious challenges of labour turnover. The Nedbank Division of Private Wealth is no exception, it has in the past experienced its own share of these challenges. It is recommended that management of the Division needs to take a closer look into the current strategies that are put in place to manage talent and retaining it in context of the current dynamic environment and the strategies that the organisation wants to achieve.
- Specifically, there is a need for the management of the Division to come up with more measures and strategies that are not monetary in nature to compliment the monetary rewards and benefits that the organisation is offering, as compensation for outstanding employee performance. This being informed by the results of the study that have been in harmony with several studies conducted in the past. Most of these studies have disputed the fact that monetary rewards alone motivate workers for higher performance.

- While measures are put in place to consistently give employee performance feedback and compensation for outstanding performance, it is recommended that the Division should strengthen the current measures to manage poor performance and should further strengthen the performance review mechanism so that they are able to give adequate information and accurate employee performance feedback that focuses more on highlighting the employees strengths and weaknesses.

6.5 Recommendations for Future Study

- The study utilised a homogenous population and a sample that is a typical case study bearing similar characteristics. In other words, a diversified representative sample would have covered a heterogeneous and wider scope to give the industrial characteristics for example. As a result, the findings cannot be objectively generalized to the financial industry or the banking sector at large. Potential future studies could cover a broader scope of the sample comprising different banking or financial sector division products.
- It is further recommended that future research be conducted in other industries in order to appreciate how other industries manage their talent and how they are able to retain their talent for the benefit of the organisations.
- The study recommends that the future research be done on grounded theory design to possibly develop a theory or model for talent management and employee retention that typically takes into account the contextual characteristics of the subject of the study. Typical qualitative studies have the ability to achieve the intended objective.

6.6 Summary

The study sought to answer the following questions: what talent management strategies does the Nedbank Division of Private Wealth use to enhance performance of workers, what effect does talent administration have on the workers performance at Nedbank Private Wealth, what other factors could improve performance of workers, what employee retention strategies is the Division currently using, and what improvements could be made on the

retention strategies of the Nedbank Wealth Cluster. This study believes that data collected was sufficient to help adequately answer the study research questions.

REFERENCES

- Abdullah, A. and Jins, C. (2015). Determining the Types of Training and Development Supports for Expatriates. *Procedia - Social and Behavioral Sciences*, 172(1): 548– 554.
- Abel, M.H. (2008). Competencies management and learning organizational memory. *Journal of Knowledge Management*, 12(6): 12-30.
- Adam, H. J. (2009). *Advising on research methods: A consultant's companion*. Huizen: Johannes van Kessel Publishing.
- Ader, H.J and Mellenbergh, G.J. (2008). *Advising on research methods: A Consultant's companion*. Huizen: Johannes van Kessel Publishing.
- Aguinis, H. (2009). *Performance Management*. 2nd Edition. Upper Saddle River, NJ: Pearson Prentice Hall.
- Aguinis, H., Gottfredson, K.R. and Joo, H. (2011). Delivering effective performance feedback: The strengths-based approach. *Business Horizons*, 55(2): 105-111.
- Ahlich, N.L. (2000). *Key recruitment and retention strategies for becoming for becoming an employer of choice*. California: Davies-Black Publishing.
- Aljunaibi, M.M. (2014). *Talent Management and Employee Engagement*. Unpublished Masters' Thesis. Dissertation submitted in partial fulfilment of MSc in Project Management Faculty of Engineering and IT. The British University. Dubai. University Press.
- Allen, J. P. (2008). The attachment system in adolescence. In J. Cassidy & P. R. Shaver (Eds.), *Handbook of attachment: Theory, research, and clinical applications* (p. 419–435). The Guilford Press.

Anderson, V. (2013). *Research methods in Human Resource Management*. 3rd Edition. London: Chartered Institute of Personnel and Development.

Andiola, S.L. (2014). Performance feedback in the audit environment: A review and synthesis of research on the behavioural effects. *Journal of Accounting Literature*, 33(1):1-36

Andres, L. (2012). *Designing & doing survey research*. London: SAGE Publications Limited.

Armstrong, M and Taylor, Y. (2014). *Compensation, Organizational Strategy, and Firm Performance*, Cincinnati OH, South Western.

Armstrong, M. (2006). *Performance Management Key Strategies and Practical Guidelines*. 3rd Edition. London: Kogan Page Limited.

Armstrong, M. (2006). The effects of organizational citizenship behavior on performance judgments: A field study and laboratory experiment. *Journal of Applied Psychology*, 8(3): 247-260.

Armstrong, M. (2010). Researching human resource development: emergence of a critical approach to HRD enquiry, *International Journal of Training and Development*, 10 (1): 17–29.

Ashraf, J. and Caldwell, E. (2017). Examining the Public Sector recruitment and selection, in relation to job analysis in Pakistan. *Cogent Social Sciences*. 3(1): 1-11.

Ayiro, L.P. (2012). *A functional approach to educational research methods and statistics: Qualitative, Quantitative and Mixed Methods approaches*. New York: Edwin Press.

Babbie, E. (2009). *The basics of social research*. 4th Edition. California: Thomson Wadsworth.

Babbie, E. (2011). *The basics of social research*. 5th Edition. California: Thomson Wadsworth.

Babbie, E; Halley, F., Wagner, W. E and Zaino, J. (2013). *Adventures in Social Research: Data Analysis Using IBM SPSS Statistics*. Brockport Bookshelf. 279.

<https://digitalcommons.brockport.edu/bookshelf/279>. Date accessed 11 December 2019.

Balakrishnan, L. and Vijayalakshmi, M. (2014). A Study on Retention Strategy's followed by Education Institutions in Retaining Qualified Employees. *SIES Journal of Management*. 10(1): 69-79.

Baloyi, S. Waveren, C. and Chan, Y. (2014). The role of supervisor support in predicting employee job satisfaction from their perception of the performance management system: A test of competing models in engineering environments. *South African Journal of Industrial Engineering*, 25(1): 85-95.

Belias, D., Koustelios, A., Sdrolias, L. and Aspridis, G. (2015). Job Satisfaction, Role Conflict and Autonomy of employees in the Greek Banking Organization. *Procedia - Social and Behavioral Sciences*, 175(1): 324-333.

Bell, J. and Waters, S. (2014). *Doing your research project: A guide for first-time researchers*. Revised Edition, Open University Press, Milton Keynes, United Kingdom.

Berger, L.A. and Berger, D.R. (2011). *The Talent Management Handbook: Creating a Sustainable competitive advantage by selecting, developing, and promoting the best people*. 2nd Edition. New York: Mc Grow Hill.

Bhatia, T. (2015). *Everything You Ever Wanted To Know About Succession Planning In 15 Minutes*. Online. Available from: <http://empxtrack.com/know-who-is-next-in-line-to-the-leadership-throne-succession-planning/>. Accessed date: 11 April 2019.

Blass, E. (2007). *Finding and keeping the right people: how to recruit motivated employees*. 2nd Edition. London: Prentice Hall.

Blass, E. (2009). *Talent Management: Cases and Commentary*. London: Palgrave Macmillian.

Blaxter, L., Hughes, C. and Tight, M. (2010). *How to research*. 4th Edition. New York: McGraw-Hill Education.

Bless, C and Higson-Smith, C. (2004). 3rd ed. *Fundamentals of social research methods. An African perspective*. Cape Town: Juta.

Bless, C. and Higson-Smith, C. (2000). 3rd ed. *Fundamentals of social research methods. An African perspective*. Cape Town: Juta.

Bluen, S. (2013). *Talent Management in emerging markets*. Cape Town: Knowres Publishing (Pty) Ltd.

Bolarinwa, O.A. (2015). Principles and methods of validity and reliability testing of questionnaires used in social and health service researchers. *Nigerian Postgraduate Medical Journal*, 22(4): 195-201.

Bond, T. and Fox, C. (2007). *Applying the Rasch Model: Fundamental Measurement in Human Sciences*. 2nd Edition. New Jersey: Lawrence Erlbaum Associates.

Bourque, L. B and Fielder, E. P. (1995). *How to conduct self-administered and mail surveys*. London: Sage.

Brant, J., Dooley, R. and Iman, S. (2008). Leadership succession: an approach to filling the pipeline. *Strategic HR Review*. 7(4):17-18.

Brunila, H. (2013). An examination of employee retention strategy in a private organisation in Zimbabwe. *African Journal of Business Management*, 4(10): 2103-2109.

Brunila, K. (2011). The Projectisation, Marketisation and Therapisation of Education, *European Educational Research Journal*, 10(3), 425–437. <http://dx.doi.org/10.2304/eej.2011.10.3.421>.

Bryman, A. and Bell, E. (2007). *Business research methods*. Oxford University Press, USA.

Bryson, A. Buraimo, B. and Simmons, R. (2011). Do salaries improve worker performance? *Labour economics*, 18(4): 424-433.

Bullock, R. (2013). *Job Performance Defined*. Online. Available from: <http://www.consultingcafe.com/articles/job-performance-defined>. Date accessed 02 September 2019.

Burns, A. C and Bush, R. F. (2002). *Marketing research: Online research applications* (4th ed), Prentice Hall, New Jersey.

Buthelezi, J. (2010). The management, measurement and the reporting of intellectual capital. *Journal of Intellectual Capital*, 2 (1): 27-45.

Chew J. and Chan, C. (2010). Human resources practices, organisational commitment and intention to stay. *Journal of Human Resources Management*, 1(1): 3-19.

Chiboiwa, M.W., Samuel, M.O. and Chapunza, C. (2010). An examination of employee retention strategy in a private organisation in Zimbabwe. *African Journal of Business Management*, 4(10): 2103-2109.

Chiekezie, M.A. (2015). The Exit Interview. *American Journal of Family Law*. 22(2): 89-93.

Chin, M.A. (2008). The Exit Interview. *American Journal of Family Law*. 22(2): 89-93.

Collings, K., Mellahi, J and Cascio, D. (2017). Can't get no satisfaction. *Leadership and Organisation Development Journal*, 16(4): 30–38.

Cook, J. and Crossman, A. (2004). Satisfaction with performance system. *Journal of Managerial Psychology*. 19(5): 526-541.

Cooper, D. R. and Schindler, P. S. (2006). *Business Research Methods* (9th edition). USA: McGraw-Hill.

Cooper, D.R. and Schindler, P.S. (2003) *Business Research Methods*. 8th Edition, McGraw-Hill Irwin, Boston.

Creswell, J.W and Plano Clark, V. L. (2011). *Designing and conducting mixed methods research* (2nd ed.). Thousand Oaks, CA: Sage.

Cronje, G. J., Du Toit, G.S., Motlatla, M.D.C. and Marais, A. (2003). *Introduction to Business Management*. 6th Edition. Cape Town: Oxford University Press.

Crow, S.M. and Hartman, S.J. (2007). Can't get no satisfaction. *Leadership and Organisation Development Journal*, 16(4): 30–38.

Danford, A. (2014). *Partnership and the High Performance Workplace*. Basingstoke. Palgrave. Macmillan.

Daoanis, L.E. (2012). Performance appraisal system: it's implication to employee performance. *International Journal of Economics and Management Sciences*, 2(3): 55-62.

Das, B.L. and Baruah M. (2013). Employee Retention: A Review of Literature. *IOSR Journal of Business and Management*. 14(2): 9-12.

Davies, T. and Davies, R. (2010). Talent assessment: a new strategy for talent management. London: Gower Publishers.

Davis, T., Cutt, M., Flynn, N., Mowl, P. and Orme S. (2012). *Talent Assessment: A New Strategy for Talent Management*. Hampshire: Gower Publishing Limited

Deerey, M. and Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*. 27(3): 463-464.

Dehghani, S., Gharooni, A. and Arabzadeh, A. (2014). Staff Empowerment, Entrepreneurial Behaviors and Organizational Efficiency in Iranian Headquarter Education. *Procedia - Social and Behavioral Sciences*, 109 (1): 1130 – 1141.

Denscombe, M. (2010). *The Good Research Guide for Small Scale Research Projects* (4th ed.). Buckingham: Open University Press.

Denscombe, M. (2012). *Research proposals: A practical guide*. Glasgow: McGraw-Hill.

Devine, M and Powell, M. (2008), "Talent Management in the Public Sector," *The Ashridge Journal*, pp. 3-5, www.ashridge.org.uk/360.

Devine, M. and Powell, M. (2009). Talent Management in the Public Sector. *The Ashridge Journal*. 1(1): 19-24.

Díaz-Vilela LF, Delgado Rodríguez N, Isla-Díaz R, Díaz-Cabrera D, Hernández-Fernaud E, Rosales-Sánchez C. (2015). Relationships between Contextual and Task Performance and Interrater Agreement: Are There Any?. *PLoS One*. 2015; 10(10):e0139898. Published 2015 Oct 16. doi:10.1371/journal.pone.0139898.

Distiller, K. (2015). *A Talent Management Strategy: 6 Steps*. Online. Available from: <http://www.bioss.co.za/a-talent-management-strategy-6-steps/> Date accessed 17 May 2019.

Dobre, V. (2013). Employee motivation and employee performance. *Review of Applied Socio- Economic Research*, 5(1): 53-59.

Dornyei, Z. (2014). Researching complex dynamic systems: 'Retrodictive qualitative modelling' in the language classroom. *Language Teaching*, 47, 80–91.

Drotter, J and James L. Noel, L. (2011). *The Leadership Pipeline How to Build the Leadership-Powered Company*. San Francisco: Jossey-Bass. <http://public.eblib.com/EBLPublic/PublicView.do?ptilD=117460>.

Drotter, J. (2010). Executive rewards: 'don't you just give them loads of money?' in (eds) S Corby, S Palmer and E Lindop, *Rethinking Reward*, Basingstoke, Palgrave Macmillan.

Durand, M.A. and Chantler, T. (2014). *Understanding Public Health: Principles of social research*. 2nd Edition. New York: McGraw-Hill Education.

Education, health and social science. 5th Edition. Berkshire: McGraw-Hill Education.

Elegbe, J.A. (2010). *Talent Management in the Developing World: Adopting a Global Perspective*. New York: Gower Publishing.

Ellis, R.K. (2015). *4 Steps to Creating a Formal Talent Management Process*. Online. Available from: <https://www.td.org/Publications/Blogs/Learning-Executive-Blog/2015/08/4-Steps-to-Creating-a-Formal-Talent-Management-Process>. Date accessed 02 April 2019.

Evans, J. and Lindsay, W.M. (2008). *Performance Management and Strategic Information Management*. Online. Available from:

<http://www.slideshare.net/leuciuc1/performance-measurement>. Date accessed: 05 April 2019.

Fakhr, P.I. (2013). *Job involvement and communication*, Business Books Limited: London.

Fitzgerald, M. (2002). *Employee Empowerment*. Online. Available from: <http://www.leadershipacademy.nhs.uk/wp-content/uploads/2002/09/Insight-1-Defining-Talent-and-Talent-Management.pdf>. Date accessed 09 March 2019.

Fitzgerald, M. (2014). *Talent and Talent Management*. Online. Available from: <http://www.leadershipacademy.nhs.uk/wp-content/uploads/2014/07/Insight-3-Defining-Talent-and-Talent-Management.pdf>. Date accessed 04 February 2019.

Fleenor, J.W. and Prince, J.M. (1997). *Using 360-Degree Feedback in Organisation: An Annotated Bibliography*. North Carolina: Library of Congress Cataloging.

Fletcher, C. and Bailey, C. (2003). Assessing Self-awareness: Some Issues and Methods. *Journal of Managerial Psychology*. 18(5): 395-404.

Fouka, G. and Mantzorou, M. (2011). What are the major ethical issues in conducting research? Is there a conflict between the research ethics and the nature of nursing? *Health Science Journal*, 5(1): 3-14.

Fox, W and (2010). *A guide to managing research*. Cape Town: Juta & Company Limited.

Fox, W and Bayat, M.S. (2007). *A Guide to Managing Research*. Cape Town: Juta.

Francis, R. (2012). *An investigation into data management as a strategic information tool and its importance at the Durban University of Technology*. Unpublished Master's

Thesis. Department of Public Management. Faculty of Management Sciences. Durban University of Technology: University Press.

Freeman, A. (2002). *Clinical applications of cognitive therapy*. New York: Plenum Publishers.

Frost, R. (2015). The measurement and management of intellectual capital: an introduction. *Management Accounting*, 72(2): 32-63.

Gama, F. (2009). Facility location and supply chain management - A review, *European Journal of Operational Research*, 196(2): 401-412.

Garg, A., Chaurasia, A.K., Sachan, A. and Bharat A. (2013). Talent Management. Online. Available from: <http://www.slideshare.net/ujjmishra1/talent-management-28839873>. Date accessed 29 March 2019.

Gatewood, R.D., Field, H.S. and Barrick, M. (2008). *Human Resource Selection*. California: Thomson South-Western.

Gaur, A and Gaur, S. (2009). *Statistical Methods for Practice and Research*. (2nd ed.). New Delhi, India: Response Books.

George, J.R and Jones, D.M (2002). Breach and Fulfillment of the Psychological Contract: A Comparison of Traditional and Expanded Views. *Personnel Psychology* 56(2003): 895–934.

Ghansah, E. (2011). *The role of employee retention on job performance: A Case Study of Accra Brewery Company Limited, Accra*. Unpublished Master's Thesis. Department of Business Administration. Institute of Distance Learning. Kwame Nkrumah University of Science and Technology. University Press.

Gidding, L.S. (2006). Mixed-method research: Positivism dressed in a drag? *Journal of Research Nursing*, 11(3): 195-203.

Gilmore, N. (2008). *The relationship between learning potential and job performance*. Unpublished Masters' Thesis. Department of Industrial and Organisational Psychology. School of Management Sciences. University of South Africa. University Press.

Gohari, P. and Ahmadloo, A. (2013). The relationship between rewards and employee performance. *Interdisciplinary Journal of Contemporary Research in Business*, 5(3): 543-570.

Gohari, P., Kamka, A., Jafar, S. and Zohoori, M. (2013). Relationship between rewards and employee performance: A mediating role of job satisfaction. *Interdisciplinary Journal of Contemporary Research in Business*, 5(3): 571-597.

Gollin, E. and Kaji, A. (2015). The impact of personal development trainings on employee motivation: a case study from Turkish pharmaceutical sector. *The Journal of International Social Research*, 7(3): 632-642.

Gorard, S. (2013). *Research Design: Creating robust approaches to the social sciences*. New York: SAGE Publications Limited.

Govender, S. (2010). Impact of marketing: work-place diversity on employee job involvement and organizational commitment, *The Journal of Social Psychology*, 140(3) <http://search.epnet.com/login.aspx?direct=true&AuthType=cookie,ip,url,uid&db=buh&an=3308135> (Accessed 5 September 2019).

Gray, D.E. (2009). *Doing research in the real world*. 3rd Edition. London: SAGE Publications Limited.

Gray, D.E. (2009). *Doing research in the real world*. 3rd Edition. London: SAGE Publications Limited.

Gray, D.E. (2014). *Doing research in the real world*. 3rd Edition. London: SAGE Publications Limited.

Griffin, W.C., Neal, S and Neale, J. (2000). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10, 99±109.

Gupta-Sunderji, M. (2007). Employee retention and turnover: the real reasons why employees stay or go. *FMI Journal*, 15(2): 37-48.

Gussenhoven, C. (2009). Vowel duration, syllable quantity, and stress in Dutch. In Kristin Hanson & Sharon Inkelas (Eds.). *The Nature of the Word. Essays in Honor of Paul Kiparsky*. Cambridge, MA/London, UK: MIT Press. 181-198. [Also ROA 381 (2000).]

Haid, M. (2012). *Why you need a talent strategy*. Online. Available from: <http://www.talentmgt.com/articles/why-you-need-a-talent-strategy>. Date accessed 15 February 2019.

Haider, M., Akhtar, C., Rasli and Tariq, F. (2015). The impact of human resources practices on employee retention in the telecommunication sector. Online. Available from: https://www.researchgate.net/publication/280626863_The_Impact_of_Human_Resource_Practices_on_Employee_Retention_in_the_Telecom_Sector. Date accessed 03 January 2020.

Hailesilasie, G. (2009). Determinants of public employees' performance: evidence from Ethiopian public organisations. *International Journal of Productivity and Performance Management*. 58(3): 238-253.

Han, T., Chiang, H. and Chang, A. (2010). Employee participation in decision-making, psychological ownership and knowledge sharing: mediating role of organizational

commitment in Taiwanese high-tech organizations. *International Journal of Human Resources Management*, 21(12): 2218-2233.

Harris, C. and Williamson, D. (2008). *Increasing Productivity and Decreasing Turnover in a New Zealand Hotel*. Cauthe Conference 2008.

Harry, K. (2012). What Companies Do Beyond the Basics to Retain Scare Talent. *Journal of Organisational Excellence*. 9(3): 35-40.

Hayes, A.E. (2009). *Talent Management: A review of literature from 2005-2008 and a selection of prior articles and publications to establish progress made in the field of identification of leadership potential*. Unpublished Master's Thesis. Department of Business Administration. University of Stellenbosch: University Press.

Hayes, G. (2009). Determinants of public employees' performance: evidence from Ethiopian public organisations. *International Journal of Productivity and Performance Management*. 58(3): 238-253.

Herman, R.E. and Gioia-Herman, J.L. (2001). What Companies Do Beyond the Basics to Retain Scare Talent. *Journal of Organisational Excellence*. 9(3): 35-40.

Holton, B., Mitchel, T., Lee, T. and Eberly, M. (2008). Turnover and retention research: a glance at the past, a closer review of the present and venture into the future. *Human Resources Journal*, 2(1): 231-274.

Hope, B. and Patrick, C. (2007). The Relationship between Employee Turnover and Employee Compensation in Small Business. *Small Business Research Summary*. 2(5): 308.

Hunt, N. (2005). *Conducting Staff Appraisals: How to set up a Review System that will ensure fair and effective appraisal and improve individual performance and organizational results*. 5th Edition. Oxford: Jordan Hill.

Hunt, S.T. (2014). *Common Sense Talent Management: Using Strategic Human Resources to Improve Company Performance*. San Francisco: Wiley.

Hussey, R and Collis, J. (2009). *Business Research: A practical guide for undergraduate and postgraduate students*, 3rd edition, New York, Palgrave Macmillan.

Hussey, R and Collis, J. (2009). *Business Research: A practical guide for undergraduate and postgraduate students*, 3rd edition, New York, Palgrave Macmillan.

Iles, J. (2010). Closing the talent management gap: Harnessing your employees' talent to deliver optimum business performance. *Strategic Human Resources Review*, 5(3): 20-23.

Ingham, J. (2011). Closing the talent management gap: Harnessing your employees' talent to deliver optimum business performance. *Strategic Human Resources Review*, 5(3): 20-23.

Iqbal, A., Tufail, M.S. and Lodhi, R.N. (2015). Employee Loyalty and Organizational Commitment In Pakistani Organizations. *Global Journal of Human Resource Management*. 3(1): 1-3.

Irshad, M.(2011). Factors affecting employee retention: evidence from literature review. *Abasyn Journal of Social Sciences*. 14(1): 89-90.

Isfahani, A. and Boustani, H. (2014). Effects of Talent Management on Employees Retention: The Mediate Effect of Organizational Trust. *International Journal of Academic Research in Economics and Management Sciences*, 3(5): 114-128.

Isfahani, A. and Boustani, H. (2014). Effects of Talent Management on Employees Retention: The Mediate Effect of Organizational Trust. *International Journal of Academic Research in Economics and Management Sciences*, 3(5): 114-128.

Ismail, A., Sieng, L., Abdullah, M. and Francis, S. (2010). Linking supervisor's role in training programs to motivation to learn as an antecedent of job performance. *Intangible Capital*, 6(1): 1-25.

James, L. and Mathew, L. (2012). Employee Retention Strategies: IT Industry. *SCMS Journal of Indian Management*. 9(3): 80-82

James, R. (2014). *Succession is developing to succeed*. Online. Available from: <http://dysartjones.com/2009/09/succession-is-developing-to-succeed/>. Date accessed 11 April 2019.

Janga, L.J. (2014). *Management and organizational behaviour* (4th ed.) Pitman Publishing: Great Britain.

Jomon, M.G. and Srikanth, P.B. (2013). Role ambiguity and role performance effectiveness: moderating the effect of feedback seeking behaviour. *Asian Academy of Management Journal*, 18(2): 105–127.

Joubert, C. (2003). *The role of talent management in the recruitment and retention of a high performance workforce*. Unpublished Master's Thesis. Department of Business Management. Faculty of Economics and Management Sciences. University of Stellenbosch. University Press.

Joubert, D. (2007). *Talent Management: Deliberate practice for success*. Johannesburg: Knowres Publishing.

Kamil, B.A.M., Hamid, Z.A., Hashim, J. and Omar, A. (2010). A study on the implementation of talent management practices at Malaysian companies. *Asian Journal of Business and Management Sciences*, 1(4): 147-162.

Kassa, T. (2015). Employee Motivation and its Effect on Employee Retention in Ambo Mineral Water Factory. *International Journal of Research in Advanced Computer sciences and Management Studies*, 3(3): 10-12.

Kehinde, J.S. (2011). Talent Management: Effect on Organizational Performance. *Journal of Management Research*. 4(2): 180-184.

Kennelly, J. (2012). The definition of candidate attraction and sourcing strategies. Online. Available from:
<https://frogrecruitment.wordpress.com/2012/08/29/the-lowdown-on-candidate-attraction-sourcing/>. Date accessed 02 April 2019.

Khan, M. M. (2009). Estimation and empirical properties of a firm-year measure of accounting conservatism. *Journal of Accounting and Economics*. 48, (2-3), 132-150.

Khan, M. M. and Jabbar M. (2013). Determinants of Employees Performance in Corporate Sector: Case of an Emerging Market. *Business and Management Research*. 2(3): 25-28.

Kibul, A. Gachunga, H. and Namusonge, G. (2014). Role of Talent Management on Employees Retention in Kenya: A Survey of State Corporations in Kenya: Empirical Review. *International Journal of Science and Research*, 3(2): 414-424.

Kimball, H. (2006). Organisational behaviour. 7th Edition. New York: McGraw-Hill/Irwin.

Kirschenbaum, A and Mano-Negrin, K. (1999). The corporate transfer: Origin and destination factors in the decision to change jobs. *Journal of Vocational Behavior*, 1991, 44, 17–31.

Kossivi, B., Xu, M. and Kalgora, B. (2016) Study on Determining Factors of Employee Retention. *Open Journal of Social Sciences*, 4(1): 261-268.

Kothari, C.R. (2004) *Research Methodology: Methods and Techniques*. 2nd Edition, New Age International Publishers, New Delhi.

Kothari, C.R. (2004) *Research Methodology: Methods and Techniques*. 2nd Edition, New Age International Publishers, New Delhi.

Kreitner, R. and Kinicki, A. (2007). *Organisational behaviour*. 7th Edition. New York: McGraw-Hill/Irwin.

Krongboonying, W. and Lin, C. (2015). The Moderating Effect of Perceived Supervisor Support on the Relationship between Organizational Politics and Job Satisfaction in Aviation Industry in Thailand. *International Proceedings of Management and Economy*, 84(1): 99-107.

Kuada, J.E. (2012). *Research Methodology: A project guide for university students*. Frederiksborg: Samfundslitteratur Press.

Kumaran, M. (2015). Succession planning process that includes visible minority librarians. *Library Management*. 36 (6): 434 – 447.

Kumari, N. and Afroz, N. (2013). The Impact of Affective Commitment in Employees Life Satisfaction. *Global Journal of Management and Business Research Interdisciplinary*, 13(7): 24-30.

Kunako, L. (2015). Does Herzberg's motivation theory have staying power, *J. Manage Develop*. 929-943.

Kuvaas, B. (2006). Performance Appraisal Satisfaction and Employee outcomes; mediating and moderating roles of work motivation. *International Journal of Human Resources Management*. 17(3): 504-522.

Kyndt, E., Dochy, F., Michielsen, M. and Moeyaert, B. (2009). Employee retention: Organisational and personal perspectives. *Vocations and Learning*, 2(3): 195-215.

Leedy, P.D and Ormrod, J.E. (2005) *Practical Research: Planning and Design*. Prentice Hall, Upper Saddle River, NJ. <http://www.worldcat.org/title/practical-research-planning-and-design/oclc/53831701>.

Lepheana, N.G. (2012). *The retention of scarce skills: the case of City of Cape Town municipality – an analysis*. Unpublished Master's Thesis. Department of Public Administration. Faculty of Economics and Management Sciences. Stellenbosch University. University Press.

Levinson, S.C. (2017). Living with Manny's dangerous idea. In *Enabling Human Conduct: Studies of talk-in-interaction in honor of Emanuel A. Schegloff* (Geoffrey Raymond, Gene H. Lerner, John Heritage, eds.), Amsterdam / Philadelphia, John Benjamins Publishing, pp. 327–348. [bibtex] [edit] [doi].

Lockwood, R. (2016) *Talent Management and Employee Retention, why you need them both*. Online. Available from: <https://www.linkedin.com/pulse/20141116180037-55345826-talent-management-and-employee-retention-why-you-need-them-both>. Date accessed 21 July 2019.

Longo, R. (2014). *Talent Management and Employee Retention, why you need them both*. Online. Available from: <https://www.linkedin.com/pulse/20141116180037-55345826-talent-management-and-employee-retention-why-you-need-them-both>. Date accessed 29 November 2019.

Luna-Arocas, R. and Morley, M. (2015). Talent management, talent mindset competency and job performance: the mediating role of job satisfaction. *European Journal of International Management*. 9(1): 34.

Lyria, R.E. (2014). Talent management—A critical review. *Human Resources Management Review*. (16)2:139-154.

Mabika, H. (2016). The human capital retention strategies that local authorities in Zimbabwe can adopt for successful talent retention. *International Journal of Management and Sustainability*, 5(3): 17-22.

Mahammed, A. (2015). The Impact of Talent Management on Employee Engagement, Retention and Value Addition in achieving Organizational Performance. *International Journal of Core Engineering and Management*, 1(12): 142-152.

Maliku, M.K. (2014). *The perceived relationship between employee retention and organizational performance at National Oil Corporation of Kenya*. Unpublished Masters' Thesis. Department of Business Administration. School of Business. University of Nairobi. Nairobi: University Press.

Mansor, N. Chakraborty, A.R. and Mahitapoglu, Z. (2012). Organizational Factors Influencing Performance Management System in Higher Educational Institution of South East Asia. *Procedia - Social and Behavioral Sciences*, 40(1): 584 – 590.

Mapolisa, T. (2015). Staff retention strategies in Zimbabwe's public and private Universities: Returnee lecturers' perspective. *International Research Journal of Teacher Education*, 2(1): 16-29.

Maree, J.G. (Ed.). (2003). *First steps in research*. Pretoria: van Schaik Publishers.

Maya, M. and Thamilselvan, R. (2013). The impact of talent management on employee performance and organizational efficiency. *International journal of employee retention*, 10(2): 443-461.

Maya, M. and Thamilselvan, R. (2013). The impact of talent management on employee performance and organizational efficiency. *International Journal of Employee Retention*, 10(2): 443-461.

Mengel, D. (2001). Top ten ways to retain high performers. *People Dynamics*. 21(2): 32-33.

Mensah, J.K. (2015). A coalesced framework of talent management and employee performance: For further research and practice. *International Journal of Productivity and Performance Management*. 64(4): 544-566.

Mgedezi, S., Taga, R. and Mjoli, T. (2014). Intrinsic Motivation and Job Involvement on Employee Retention: Case Study - A Selection of Eastern Cape Government Departments. *Mediterranean Journal of Social Sciences*, 5(20): 2119-2126.

Michaels, E. Handfield-Jones, H. and Axelrod, B. (2001). *The War for Talent*. Boston: Mc Kinsey and Company Inc.

Mobley, W.H., Griffeth, R.W., Hand, H.H. and Meglino, B.M. (2001). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*. 86 (3): 493-522.

Mohamed, M.S., Kader, M. and Anisa, H. (2012). Relationship among organizational commitment, trust and job satisfaction: an empirical study in Banking industry. *Research Journal of Management Sciences*, 1(2): 1-7.

Moorhead, G and Griffin, R.W. (2010). *Organizational Behavior: Managing People and Organizations*. 9th edition, illustrated. Southwestern.

Morgan, D. L. (2014). *Integrating qualitative and quantitative methods: A pragmatic approach*. Thousand Oaks, CA: SAGE.

Mouton, J and Babbie, E. (2009). *The practice of social research*, South African edition. Cape Town: Oxford University Press Southern Africa.

Muda, I., Rafiki, A. and Harahap, M.R. (2014). Factors Influencing Employees' Performance: A Study on the Islamic Banks in Indonesia. *International Journal of Business and Social Science*. 5(2):74-75.

Muteswa, R. and Ortlepp, K. (2011). Contributing factors to potential turnover in a sample of South African management-level employees. *Acta commercii*. 11(1): 16.

Myburgh, H. (2015). *Talent Attraction*. Online. Available from: http://www.dav.co.za/whitepapers/DAV_White_Paper_September_2015-Talent_Attraction_by_Hillary_Myburgh.pdf. Date accessed 02 April 2019.

Nayaran, A. (2016). Talent Management and Employee Retention: Implication of Job Embeddedness – A Research Agenda. *Journal of Strategic Human Resource Management*. 5(2): 36.

Ndongu, Y. (2013). Relationships between work commitment and experience of personal well-being. *Psychological Reports*, 60: 450–466.

Nel, P. Werner, A. Poisat, P. Sono, T. Du Plessis, A. Ngalo, O. (2011). *Human Resources Management*. 8th Edition. Cape Town: Oxford University Press.

Nelson, M. (2011). Race, Organizations, and the Organizing Process. *Race, Organizations, and the Organizing Process (Research in the Sociology of Organizations, Vol. 60)*, Emerald Publishing Limited, pp. 1-14. <https://doi.org/10.1108/S0733-558X20190000060001>.

Newhall, S. (2015). Aligning the talent development and succession planning processes: don't allow critical leadership talent to fall by the wayside. *An International Journal*. 29 (5): 3-6.

Ngobeni, E.K. (2010). *Determining the relationship between Talent Management and Turnover at Tshwane University Of Technology*. Unpublished Masters' Thesis. Department of People Management. Faculty of Management Sciences. Tshwane University of Technology. Pretoria: University Press.

Ngubani, M. (2010). It's time to rethink employee engagement. Online. Available
http://www.ipccconsultants.com/index.php?q=memory+nguwi&option=com_finder&view=search&Itemid=435. Date accessed 25 June 2019.

Nguwi, M. (2015). It's time to rethink employee engagement. Online. Available from:
http://www.ipccconsultants.com/index.php?q=memory+nguwi&option=com_finder&view=search&Itemid=435. Date accessed 25 June 2019.

Nguwi, M. (2014). The relationship between job involvement and well-being. *Journal of Psychology*, 131(1). 144-156.

Ntonga, S. (2007). *The impact of talent management practices on business Performance*. Unpublished Master's Thesis. The Department of Business Management. Faculty of Economics and Management Sciences. University of Pretoria: University Press.

Nueman, W.L. (2011). *Social Research Methods: Qualitative and Quantitative Approaches*. 7th Edition. Boston: Pearson Education Limited.

Nyanjom, R. (2013). Taking a sickie: job satisfaction and job involvement as interactive predictors of absenteeism in a public organization. *Journal of Occupational and Organizational Psychology*. 80(1): 77.

O'Leary, Z. (2014). *The essential guide to doing your research project*. 2nd Edition. London: SAGE Publications Limited.

Obisi, C. (2011). Employee performance appraisal and its implication for individual and organizational growth. *Australian Journal of Business and Management Research*, 1(9): 92-97.

Odeku, K.O. (2013). Employees Perception of Fairness of Advancement: Implications for Fair Labour Practices. *Mediterranean Journal of Social Sciences*, 4(13): 867-874.

Oehley, A. (2007). *The development and evaluation of a partial talent management competency model*. Unpublished Masters' Thesis. Department of Industrial Psychology. Faculty of Arts and Social Sciences. Stellenbosch University. Stellenbosch: University Press.

Ogbeta, M., Nzewi, H. and Chiekezie, O. (2015). Talent management and employee performance in selected commercial banks in Asaba, Delta State, Nigeria. *European Journal of Business and Social Sciences*, 4(9): 56-71.

Oladapo, V. (2014). The impact of Talent Management on Retention. *Journal of Business Studies Quarterly*, 5(3): 20-36.

Oladapo, V. (2014). The impact of Talent Management on Retention. *Journal of Business Studies Quarterly*, 5(3): 20-36.

Ongori, H. and Shunda, W. (2008). Behind the scenes: employee empowerment. *The International Journal of Applied Economics and Finance*, 2(2): 84-94.

Onwukwa, M.E., Ugwu, E.K. and Kekeocha, E.M. (2015). The relationship between talent management and employees' performance in Nigerian public sector: A study of selected firms in Delta State. *International Journal of Economics, Commerce and Management*, 3 (5): 1581-1591.

Osmani, F. and Maliqi, G. (2012). Performance Management, Its Assessment and Importance. *Procedia - Social and Behavioral Sciences*, 41(1): 434 – 441.

Padmashree, M. (2012). *Impact of Talent Management on the Performance of an Organization with special reference to Abg, Pipapav, Bharati Shipbuilding Industries*. Unpublished Masters' Thesis. Department of Business Management. School of Management. Patil University. Mumbai: University Press.

Pastor, I. (2012). Increasing an Organization's Attractiveness by Promoting its Reputation During the Recruitment Interview Process. *Procedia Economics and Finance*, 3 (1): 415 – 419.

Payne, G. and Payne, J. (2004). Imagining the Community. In Lyon, S and Busfield, J. (eds) *Methodological Imaginations*. Basingstoke: Macmillan.

Pfau, T.F. (2005). *Intellectual Capital: The Wealth of New Organisations*, Nicholas Brealey Publishing, London.

Pillay, S. (2011). *Employee Retention: A Multiple Case Study of South African National Government Departments*. Unpublished PhD Thesis. Department of Entrepreneurial Studies and Management. Faculty of Management Sciences. Durban University of Technology. Durban: University Press.

Prowright, J.M. (2011). Evolving trends in qualitative research: advances in mixed methods designs. *Qualitative Health Research* 15:5, 583–585.

Prozesky, H. (2002). *Gender differences in the Journal Publication Productivity of South African academic authors*. *South African Review of Sociology*, 37(2):87–112.

Punch, K. (2005). *Introduction to Social Research: Quantitative and Qualitative Approaches*. 2nd Edition, Sage, London.

Putthiwani, C. (2015). Exploring the Impact of Organizational Culture on Employees in Multinational Enterprise: A Qualitative Approach. *Procedia - Social and Behavioral Sciences*, 207(1): 483-491.

Quick, J.C. and Nelson, D.L. (2011). *Principles of Organisational Behavior: Realities and Challenges*. 7th Edition. South Western: Cengage Learning.

Rani, M. and Srivastava, U. (2015). Study of organizational culture and its impact on employee retention. *International Journal of Research of Management Sciences and Technology*, 6(10): 1-22.

Rasinger, S. (2014) *Quantitative research in linguistics: An introduction*. London: Continuum International Publishing Group.

Remenyi, D and Bannister, K. (2012). *Dictionary of research concepts and issues*. Reading: Academic Conferences and Publishing International Limited.

Robbins, S.P. and Judge, T.A. (2015). *Organizational behaviour*. 16th Edition. Boston: Pearson.

Romans, K.C. (2011). *Assessing talent management within the Western Cape Provincial Treasury (WCPT)*. Unpublished Masters' Thesis in Public Administration. School of Public Leadership. Faculty of Economics and Management Sciences. Stellenbosch University. Stellenbosch: University Press.

Rudman, R. (2003). *Human Resources Management in New Zealand*. Auckland: Pearson Education New Zealand Limited.

Rueff, R. and Stringer, H. (2006). *Talent Force a New Manifesto for the Human side of Business*. New Jersey. Prentice Hall.

Salkind, N.J. (2010). *Encyclopedia of research design*. Thousand Oaks: SAGE Publications Limited.

Sandhya, K. and Kumar, P. (2011). Employee retention by motivation. *International Journal of Science and Technology*, 4(12): 1778-1782.

Sarantakos, S. (2005). *Social Research*. 3rd Edition. New York: Palgrave Macmillan.

Saravanel, P. (2003). *Marketing research and consumer behaviour*. New Delhi: Vikas Pub.

Saunders, M., Lewis, P. and Thornhill, A. (2003). *Research Methods for Business Students*. 3rd Edition. Harlow: Prentice Hall.

Saunders, M., Lewis, P. and Thornhill, A. (2009). *Research Methods for Business Students*. 5th Edition. Essex: Pearson Education Limited.

Saygan, N.F. (2011). Relationship between affective commitment and organizational silence: a conceptual discussion. *International Journal of Social Sciences and Humanity Studies*, 3(2): 219-227.

Sekaran, U. (2003). *Research Methods for Business: A skill-building approach*. 4th Edition. New York: John Wiley.

Sekaran, U. and Bougie R. (2010). *Research Methods for Business: A Skill Building Approach*. 5th Edition. New York: John Wiley and Sons.

Sekaran, U. and Bougie, R. (2013). *Research Methods for Business: A skill building approach*. 6th Edition. Chennai: Wiley.

Shaikh, S. (2014). *Talent Management*. Online. Available from: <http://www.slideshare.net/Shaihlrshad/talent-management-37712489>. Date accessed 17 May 2019.

Shakeel, N. and Sahar, B. (2015). Factors Influencing Employee Retention: An Integrated Perspective. *Journal of Resources Development and Management*. 1(6): 33-34.

Shao, R. (2013). Rockcote: Australia's foremost manufacturer of architectural texture coatings and coating systems, 2007. Available from: <<http://www.rockcote.com.au/>> (accessed 05.11.19).

Sharma, P. (2010). *Entrepreneurial Family Firms*. Upper Saddle River, NJ: Prentice Hall.

Shimaoka, M. (2015). Strategic career planning for physician-scientists. *Journal of Orthopedic Sciences*, 20(3): 452-456.

Shongwe, N. (2016). Enhancing the performance of EWMA charts. *Quality and Reliability Engineering International*. 27(6): 821– 833.

Singh, C.R. (2014). Talent Retention: Survival Mantra in Today's Scenario. *The International Journal of Business and Management*. 2(5): 114-119.

Singh, K. (2007). *Quantitative social research methods*. Los Angeles: SAGE Publications Limited.

Singh, K. (2007). *Quantitative social research methods*. Los Angeles: SAGE Publications Limited.

Smith, E. A. (2001). The role of tacit and explicit knowledge in the workplace. *Journal of Knowledge Management*. 5(4): 311-321.

Somekh, B. and Lewin, C. (eds) (2011) *Research Methods in the Social Sciences*. Sage Publications: London & Thousand Oaks CA.

Spilerman, T. and Petersen, S. (2005). Organizational Structure, Determinants of Promotion, and Gender Differences in Attainment. *Social Science Research*, 28(1): 203–227.

Stockburger, D. W. (2017). *Introductory Statistics: Concepts, Models, and Applications*. <http://www.psychstat.missouristate.edu/introbook/sbk15.htm>.

Struwig, F.W and Stead, G. B. (2013). *Research: planning, designing and reporting*. 2nd edition. Cape Town: Pearson.

Struwig, F.W and Stead, G.B. (2009). *Planning, designing and reporting research*. Cape Town: Pearson Education South Africa.

Suan, C. and Nasurdin, A. (2013). Role clarity, supervisory support, peer support, and work engagement of customer-contact employees in hotels: a future research agenda. *An International Multidisciplinary Journal of Tourism*, 8(1): 315-329.

Tahir, A. (2014). Employee empowerment and interpersonal interventions. (Online). Available from: <https://www.scribd.com/presentation/187215105/Week-237-CH-239-Employee-Empowerment-and-Interpersonal-Interventions-1>. Date accessed 7 January 2020.

Taleo, V. (2006). Succession Planning Process. Online. The New Straits Times Press. November 17: 55. Available from: <http://search.proquest.com/docview/272032282/abstract/FFE3C5096644B72PQ/1?accountid=10612>. Date accessed 11 April 2019.

Taleo, V. (2012). Factors Affecting Employees Retention: Evidence from Literature. *Abasyn Journal of Social Sciences*, 4(2): 123-320.

Tan, H. (2007). Measuring the vital signs of intellectual capital, *CMA Management*, 74(40): 18-21.

Tanton, A. (2014). Work motivation, job satisfaction, and organizational commitment of library personnel in academic and research libraries in Oyo State, Nigeria, *Library Philosophy and Practice*, April.

Tanton, S.N. (2007). *Talent Management in the Role of Employee Retention*. Unpublished Master's thesis. Department of Business Management. Faculty of Business Leadership. University of South Africa. University Press.

Tanton, S.N. (2013). Strategies and Practices of Talent Management and Their Impact on Employee Retention and Effectiveness. *The International Journal of Management*. 2(4): 1-10.

Tavakol, M and Dennick R. (2011). Post-examination analysis of objective tests. *Med Teach*. 2011; 33:447-58.

Taylor, G. (2003) Talent management strategies. *People Dynamics*. 21(7): 5- 7.

Thanasirisate, O., Suvattanadilok, S and Rojniruttikul, J. (2013). Employee retention and turnover: Using motivational variables as a panacea. *African Journal of Business Management* 3(10): 410-415.

Thomas, D. (2013). Response Styles in Survey Research: A Literature Review of Antecedents, Consequences, and Remedies. *International Journal of Public Opinion Research*. Volume 25, Issue 2, summer 2013, Pages 195–217, <https://doi.org/10.1093/ijpor/eds021>.

Thomas, G and Craig, T. (2008). Talent Management within Organisations: An empirical examination of talent management in practice. *Employee Relations*. 37(1): 53-61.

Thulo, S.S. (2014). *Recruitment and selection practices in the public services: the case of the Department of Public Works in the Free State Province*. Unpublished Master's thesis. Economic and Management Sciences. North-West University. University Press.

Thunnisen, M. (2015). *Personnel Management ,HRM in Action*. 3rd Edition. Britain: T.J Press Ltd.

Thunnissen, M and Buttiens, G. (2017). For what, how and how well? An empirical exploration of talent management in practice. *Employee Relations*. 38(1): 57-82.

Tohidi, H. (2010). Human resources management main role in information technology project management. *Procedia Computer Sciences*, 3(1): 925-929.

Tufail, H and Kodhi, K. (2010). Human resources management main role in information technology project management. *Procedia Computer Sciences*, 3(1): 925-929.

Ulrich, D. and Smallwood, N. (2011). *What is Talent?* Online. Available from: https://michiganross.umich.edu/soloites/default/files/uploads/RTIA/pdfs/dulrich_wp_what_is_talent.pdf. Date accessed 04 February 2019.

Van Dyke, J. and Coetzee, M. (2012). Retention actors in relation to organisational commitment in medical and information technology services. *SA Journal of Human Resource Management*, 10(2): 1-11.

Vehovar V, Toepoel V and Steinmetz S. (2016). Non-probability sampling in the SAGE Handbook of Survey Methodology, chap. 22. London: Sage.

Vosloban, R.I. (2012). The Influence of the Employee's Performance on the company's growth -a managerial perspective. *Procedia Economics and Finance*, 3 (1): 660 – 665.

Walliman, N. (2001). *Your research project: Designing and planning your work*. 3rd Edition. New York: SAGE Publications Limited.

Walliman, N. (2011). *Your Research Project: A Step-by-Step Guide for the First-Time Researcher* (second edition). London: Sage.

Walter, M. (1995). *The Performance Management Handbook*. London: Cromwell Press.

Welman, C., Kruger, F and Mitchel, H. (2005). *Research Methodology*. Oxford University Press, Oxford, 2005, p. 146.

Welman, C., Kruger, F and Mitchell, B. (2003). *Research methodology*. 3rd ed. Oxford University Press: RSA, Cape Town.

Wheeler, E. (2006). Relationships not leadership sustain successful organizations. *Journal of Change Management*, 3, 319-332.

White, H. (2009). Theory-based impact evaluation: principles and practice, *Journal of Development Effectiveness*, 1:3, 271-284, DOI: 10.1080/19439340903114628.

Wiersma, W., and Jurs, S. G. (2005). *Research methods in education: 8th Edition*. Boston: Ally and Bacon

Willemse, I. (2009). *Statistical methods and calculation skills*. 3rd Edition. Cape Town: Juta.

Williams, D. (2006). On and Off the 'Net: Scales for Social Capital in an Online Era. *Journal of Computer-Mediated Communication* 11(2):593-628. DOI: 10.1111/j.1083-6101.2006.00029.x.

Wilson, (2014). *Your Research Project: A Step by Step Guide for the First-Time Researcher* (2nd edition). London: Sage.

Wokocho, C. (2014). *Winning the Talent War: A Strategic Approach to Attracting, Developing and Retaining the Best People*. London: Wiley.

Woodruffe, C. (1999). *Winning the Talent War: A Strategic Approach to Attracting, Developing and Retaining the Best People*. London: Wiley.

Wu, L. (2006). Resources, dynamic capabilities and performance in a dynamic environment: Perceptions in Taiwanese IT enterprises. *Information & Management* 43(1): 447–454.

Yazinski, S. (2009). *Strategies for Retaining Employees and Minimizing Turnover*. (Online). Available from: <https://hr.blr.com/whitepapers/Staffing-Training/Employee-Turnover/Strategies-for-Retaining-Employees-and-Minimizing-.Date> accessed 20 November 2019.

Zaman, K. (2011). Relationship between rewards and employee's motivation in the non-profit organizations of Pakistan. *Business Intelligent Journal*, 4(2): 327-334.

Zeitlin, W., Augsberger, A. and McGowan, T. (2015). A mixed-methods study of the impact of organizational culture on workforce retention in child welfare. *Children and Youth Services Review*, 38(1): 36-43.

Zikmund, W.G., Babbitt, B.J., Carr, J.C. and Griffin, M. (2013). *Business Research Methods*. 9th Edition. South Western: Cengage Learning.

APPENDICES

Appendix 1: Letter of Informed Consent

INFORMED CONSENT FORM

Thank you for agreeing to participate in this study. This form details the purpose of this study with the University of KwaZulu Natal, a description of the involvement required and your rights as a participant.

The purpose of this study is:

- To understand how will the organization secure and retain the high-performing individuals

The benefits of the research will be:

- To better understand the appropriate holistic talent management system that addresses wider concerns such as escalating costs, performance management, connecting employees to the organization
- To identify significant components that could help in reducing the high staff turnover rate that is currently existing

You are encouraged to ask questions or raise concerns at any time about the nature of the study or the methods I am using. Please contact me at the e-mail address or telephone number listed below.

The Questionnaire is to be used and there may be additional follow-up/clarification through email, unless otherwise requested by participant. Privacy will be ensured through confidentiality. If participant wishes for the use of her full name in the study, this request will be adhered to as well. Participation is voluntary and the participant has the right to withdraw at any time.

A summary of the results will be available to participants upon request. Please contact researcher with any questions or concerns.

The study is anonymous, and no one will be able to link your responses back to you.

If you have any concerns about your treatment as a participant in this study you can call the HSSREC Research Office on (031) 260 8350.

Signature of Participant

Signature of Researcher

Phumzile Ngcobo

Cell No. 0823602123

204518598@stu.ukzn.ac.za /

phumzilengc@nedbank.co.za

Appendix 2: Questionnaire

QUESTIONNAIRE

TALENT MANAGEMENT QUESTIONNAIRE AT NEDBANK PRIVATE WEALTH

This questionnaire is intended to investigate the impact of talent management on employee performance and retention strategies in this cluster. This information will enable the organization to identify factors that would help in retaining employees and improve the overall performance. The primary data gathered is only for academic purposes. Data will be kept anonymous and confidential, should the respondent request this. Your participation in this study is highly appreciated.

Instructions to Respondents

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

Section A: BIOGRAPHICAL INFORMATION

1. Please indicate your age.

1.1	Under 25	
1.2	25 – 30	
1.3	31 – 35	
1.4	36 – 40	
1.5	41 – 45	
1.6	46 – 50	
1.7	51 – 55	
1.8	56 – 60	
1.9	> 61	

2. Please indicate your gender.

2.1	Male	
2.2	Female	

3. Please indicate your length of service at the Nedbank Private Wealth Division.

3.1	Less than 1 year	
3.2	1 – 5 years	
3.3	6 – 10 years	

3.4	11 – 15 years	
3.5	16 – 20 years	
3.6	21 – 25 years	
3.7	26 – 30 years	
3.8	31 – 35 years	
3.9	Over 36 years	

1. Please indicate your highest educational qualification obtained.

4.1	National Diploma or equivalent	
4.2	Bachelor's Degree or equivalent	
4.3	Honours Degree or equivalent	
4.4	Master's degree or equivalent	
4.5	Others	

SECTION B

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

Please indicate the extent to which you agree or disagree with the following statements by ticking one number for each question.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5.1	Talent management is implemented successfully in this organisation to advance employees.	1	2	3	4	5
5.2	I feel empowered to take responsibility of my personal development.	1	2	3	4	5
5.3	My inputs, suggestions and ideas are valued.	1	2	3	4	5
5.4	I have an idea about my career plan in the next 12	1	2	3	4	5

	months in the organisation.					
5.5	This organisation attracts highly talented employees.	1	2	3	4	5
5.6	I am satisfied with my chances of promotion.	1	2	3	4	5
5.7	This is a good place for training and development.	1	2	3	4	5
5.8	I understand my role and how I can help the organisation to achieve its aims.	1	2	3	4	5
5.9	I am satisfied by the organisation's personnel policies.	1	2	3	4	5
5.10	My manager supports my personal development so that I can reach my full potential.	1	2	3	4	5

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

Please indicate the extent to which you agree or disagree with the following statements by ticking one number for each question.						
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6.1	I receive regular feedback on my performance.	1	2	3	4	5
6.2	I am motivated to contribute more than is usually required.	1	2	3	4	5
6.3	I am involved in decision making that affect my performance.	1	2	3	4	5
6.4	The performance review process provides me with accurate information about my strengths and weaknesses.	1	2	3	4	5

6.5	In the organisation, people are rewarded for outstanding performance.	1	2	3	4	5
6.6	I always reach my performance target.	1	2	3	4	5
6.7	Poor performance is adequately managed.	1	2	3	4	5
6.8	I perform well because I am satisfied by what I earn.	1	2	3	4	5
6.9	I cannot perform well due to a lack of resources.	1	2	3	4	5
6.10	I perform well because I have a supportive supervisor.	1	2	3	4	5

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

Please indicate the extent to which you agree or disagree with the following statements by ticking one number for each question.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
7.1	I rarely think about leaving this organisation to work somewhere else.	1	2	3	4	5
7.2	The organisation's culture helps to retain employees.	1	2	3	4	5
7.3	Given the opportunity, I tell others great things about working here.	1	2	3	4	5
7.4	There are measures to retain employees in this organisation.	1	2	3	4	5
7.5	At this point, remaining with my organisation is a matter of necessity as much as desire.	1	2	3	4	5
7.6	One of the major consequences of leaving my	1	2	3	4	5

	organisation is the scarcity of available alternatives.					
7.7	If I got another offer for a better job elsewhere I would not feel it was right to leave my organisation.	1	2	3	4	5
7.8	One of the major reasons that I continue working for this organisation is that I believe that loyalty is important and thus I feel a sense of moral obligation to remain here.	1	2	3	4	5
7.9	The retention strategies in this organisation are satisfactory.	1	2	3	4	5
7.10	I see myself within the organisation in the next 5 years.	1	2	3	4	5

Thank you for your cooperation.

Appendix 3: Ethical Clearance



UNIVERSITY OF
KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

23 October 2019

Mrs Phumzile Princess Ngcobo (204518598)
Grad School Of Bus & Leadership
Westville Campus

Dear Mrs Ngcobo,

Protocol reference number: HSSREC/00000639/2019
Project title: Impact of Talent Management Processes on Organizational Productivity in the Banking Industry

Full Approval - Expedited Application

This letter serves to notify you that your application received on 13 June 2019 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted FULL APPROVAL

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.

This approval is valid for one year from 23 October 2019.
To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2- 3 months before the expiry date. A close-out report to be submitted when study is finished.

Yours sincerely,

----- 9."-----
rP Dr Rosemary Sibanda (Chair)

/dd

Humanities & Social Sciences Research Ethics Committee
Dr Rosemary Sibanda (Chair)
UKZN Research Ethics Office Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X54001, Durban 4000
Website: <http://research.ukzn.ac.za/Research-Ethics/>

Founding Campuses; - Edgewood

Howard College

Medical School

Plettenburg

Westville

INSPIRING GREATNESS

Final Draft Dissertation

ORIGINALITY REPORT

7%

SIMILARITY INDEX

4%

INTERNET SOURCES

0%

PUBLICATIONS

5%

STUDENT PAPERS

PRIMARY SOURCES

1

ir.dut.ac.za

Internet Source

3%

2

Submitted to University of KwaZulu-Natal

Student Paper

2%

3

Submitted to Mancosa

Student Paper

<1%

4

Submitted to Open University of Mauritius

Student Paper

<1%

5

Submitted to CVC Nigeria Consortium

Student Paper

<1%

6

pdfs.semanticscholar.org

Internet Source

<1%

7

uir.unisa.ac.za

Internet Source

<1%

8

Submitted to Southern Business School

Student Paper

<1%

9

socialcare.wales

Internet Source

<1%
