

**Collage of Law and Management studies
Graduate School of Business & Leadership**

**A conceptual framework to measure talent management strategies and organisational
performance in selected retail stores, KwaZulu-Natal**

By

Miriam Chisom Nnenna Onwugbolu

215081789

**A thesis submitted in partial fulfilment of the requirements for the degree of Doctor of
Business Administration**

Supervisor: Professor Emmanuel Mutambara

2022

DECLARATION - PLAGIARISM

I, Miriam Chisom Nnenna Onwugbolu, do hereby declare that:

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DEDICATION

I would like to dedicate the study first and foremost to Almighty God and Blessed Virgin Mary. To my beloved husband, Dr. Anselm Uche Onwugbolu and my lovely children Philomena, Glory and Chi-Chi. Finally, to my dear parents Sir and Lady Alexander E. Udechukwu.

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ABSTRACT

The concept of talent management has been confronted with scepticism since its emergence in the 90s and the scepticism has been linked to the lack of acceptable conceptual framework and the dearth of credible empirical research on talent management. Talent management strategies in developing economies such as South Africa have not been given the deserved attention in academic literature. The conversion of global talent management strategies in the South African economy is affected by provincial and cultural differences. Exploring the influence of Talent Management strategies on organisational performance could add to the existing knowledge on talent management strategies and organisational performance. Based on the foregoing, developing a conceptual framework to measure talent management strategies and organisational performance in the selected retail stores is of utmost importance to talent management practice.

An explanatory sequential mixed methods research design was adopted to explore the mediating influence of collective intelligence on the relationship between talent management strategies and the selected retail stores' performance. A simple random sampling technique was used to administer 453 structured questionnaires to the employees of three retail stores in KwaZulu-Natal, South Africa. Two hundred and ninety-six (296) of the questionnaires were returned and coded for analysis. SPSS and SmartPLS were valuable in analysing the quantitative data. SPSS was used to conduct descriptive statistics (such as bar charts and frequency distribution) and inferential statistics (such as Pearson's correlation coefficients). Qualitative data were collected using semi-structured interviews. Purposive sampling technique was adopted to select participants for the interview. NVivo software was used to analyse the qualitative data collected from the top management of the selected retail stores. The research findings revealed that the correlation coefficient between talent management strategies and the selected retail stores' performance indicates a significant positive association.

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LIST OF ABBREVIATIONS

AI – Artificial Intelligence

AVE – Average Variance Extracted

BSC – Balance Score Cards

CFA – Confirmatory Factor Analysis

CI – Collective Intelligence

COP – Community of Practice

CV – Curriculum Vitae

EFA – Exploratory Factor Analysis

GTM – Global Talent Management

H – Hypothesis

HCT – High Commitment Theory

HIPO – High Potential

HR – Human Resources

HRM – Human Resource Management

HRMPPS – Human Resource Management Policies and Practices Scale

IBM – International Business Machines

I-O – Industrial Organisational

IT – Information Technology

IP – Intellectual Property

KZN – KwaZulu-Natal

LTD – Limited

MIT – Massachusetts Institute of Technology

NVIVO – Statistical & Qualitative Data Analysis Software

PLS – Partial Least Square

PPMC – Pearson Product Moment Correlation

PTY – Proprietary (Private Ownership)

RQ – Research Question

SABPP – South African Board for People Practices

SEM – Structural Equation Modelling

SPSS – Statistical Package for the Social Science

TMS – Talent Management Strategy

UKZN – University of KwaZulu-Natal

VIF – Variance Inflation Factor

CHAPTER ONE

NATURE AND SCOPE OF THE STUDY

1.1 INTRODUCTION

The competitiveness and uncertainty in the global business circle have brought the issue of talent management to the front burner. Organisations have seen the need to rely on the pool of talent to provide them with cutting edge solutions, required to stay competitive and enhance performance (Poorhosseinzadeh & Subramaniam, 2012; Tatoglu, Glaister & Demirbag, 2016). The “war for talent” (Fishman, 1998) has increased the clamour for talented high potential (HIPO) employees or key experts (Collings, Scullion & Vaiman, 2011). Academics are constantly faced with contextualisation of talent management strategies to be used in specific climates of organisation (Festing, Schäfer & Scullion, 2013; Valverde, Scullion & Ryan, 2013).

According to Ghotnian, Dehghani, Kiasat and Bayat (2019: 45), the rapid growth of global competition technology, energy constraints and instability of the political and economic situation have created a new definition of business environments. What is today in the business world is the inadequacy of factors such as technology and material resources to meet the goals of organisations. Hence, having a competent, skilled, motivated and high-potential talent is considered a viable option for an organisation to achieve sustained competitive advantage. Therefore, talent management is perceived as an important element of strategic human resource management practice that is used to achieve organisational performance through the attraction and retention of high-potential individuals with relevant skills that are valuable to the present and future needs of an organisation (Cheese, Thomas & Craig, 2007, Yuniati, Soetjipto, Wardoyo, Sudarmiati & Nikmah, 2021). Yuniati et al. (2021) suggest that talent management is a catalyst for performance as it provides essential knowledge for enhancing organisational performance and change to meet up with the challenges of changing business environment.

Therefore, human resource practitioners are constantly kept on their toes in order to design appropriate strategies or ways to retain employees. However, not all strategies work; many have to be redesigned continuously to fit or curb a recurring problem of organisations. Human resource (HR) practitioners have almost run out of ideas to retain employees. Talent management is seen as a mechanism to meet up with the challenges of the technological age and the much talked about fourth industrial revolution (Cascio & Aguinis, 2008). As Serrat (2017: 385) put it, “talent is not a rare commodity – people are talented in many ways: it is

simply rarely released. To make talent happen organisations must give it a strategic and holistic attention”.

Collings and Mellahi (2009: 304) define talent management as “activities and processes that involve the systematic identification of key positions that differentially contribute to the organisation’s sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents, and to ensure their continued commitment to the organisation”. Ashton and Morton (2005) argues that talent management aims at improving the performance and harnessing the potential of individuals who can add value to an organisation both in the present and the future. It seeks to enhance the performance of every cadre of the employees. Ghotnian et al. (2019: 45) posit that talent management ensures that people fit in with their skills in the right place and are focused on appropriate activities. Finally, talent management can be considered as a complete set of processes for identifying, deploying and managing individuals in order to successfully implement a business strategy. According to them, these processes that affect the life cycle of employees are divided into three areas of talent, matching and keeping talents, and developing talents. For this reason, in light of the above findings, in this study, the researcher intends to develop a conceptual framework to measure talent management strategies and organisational performance in selected retail stores in KwaZulu-Natal of South Africa.

1.2 BACKGROUND OF THE STUDY

Since the retail economy in South Africa was dominated by expatriate workers, there was a fierce war for talent. The challenge for retail industries was to acquire the best talent and also retain the existing talent within the organisations (Deepika & Bhawna, 2018). According to Abe and Mason (2016: 192), the retail industry is a significant sector of the South African economy and a major employer. It is the fourth largest contributor to Gross Domestic Product with a contribution of about 15% and employs about 22% of the total active workforce of the country. However, the South African retail outlook is not very encouraging. Retail margins are under intense pressure and international retailers are starting to provide a significant challenge to South African retail businesses.

According to Sewell, Steyn, Venter and Mason (2016: 66), statistically, wholesale and retail (W&R) in South Africa is a sector that is more volatile with respect to cyclical changes and

global economic conditions than many other sectors. As mentioned earlier, it is the fourth largest contributor to Gross Domestic Product (GDP) with a contribution of around 15% and employs around 22% of the total active workforce of the country (Sewell et al., 2016). The highest densities of retail enterprises are found in the Gauteng, KwaZulu-Natal and Western Cape provinces. Collectively, these provinces make up 76% of the workforce of the wholesale and retail sector. About 87% of the sector is made up of small enterprises, 9.5% medium and 4.5% large enterprises (Sewell et al., 2016).

Recent data trends indicate that permanent employment within the sector as a percentage of the total South African workforce has been decreasing from a high of 27% in 2001, to 22% in 2010. This suggests that the practice of periodic employment of casual staff is increasing, aligned with projected peak retail sales periods (Sewell et al., 2016: 67). The South African retail outlook is not very encouraging; it is characterised by deteriorating consumer confidence levels, rising prices, weak employment prospects, a slowdown in credit extension and the projected easing in government social grant spending which would weigh on retail sales volumes (Sewell et al., 2016: 68). As mentioned above, considering the size and importance of the retail sector, the wholesale and retail sector has the potential for significant contribution to, or inhibition of, the achievement of the Net Domestic Product's socio-economic objectives. This potential applies not only within South Africa, but also internationally, via the wholesale and retail sector's interaction across the African continent, and collaboration with emerging Brazil, Russia, India, China, South Africa (BRICS) group of developing economies. Therefore, clear identification and prioritisation of the sector's research needs was felt by industry leaders to be essential (Sewell et al., 2016: 66). The South African retail sector's contribution to economic growth, employment promotion and poverty reduction, in support of the national Accelerated Shared Growth Initiative for South Africa's (AsgiSA) economic development strategy, is difficult to identify. This is so because "reliable comparative data on direct and indirect growth, employment and linkages with South Africa manufacturing sources, are relatively hard to come by" (Sewell et al., 2016: 67).

Hence, the importance of the sector and the difficulties it is facing justify the need for research on any methods the retailers can adopt to improve corporate and sector performance (Abe & Mason, 2016: 192). In the context of the above, the objective of this study is to develop a conceptual framework to measure talent management strategies and organisational performance in selected retail stores in KwaZulu-Natal (KZN). The Wholesale and Retail

sector of the South African economy is a major employer. “Whether in South Africa, the African continent or abroad, collaborative, innovative and pro-active strategies are vital to ensure that retail has the human capital capacity to stimulate and sustain growth in the sector, going forward” (Steyn & Sewell, 2013: 6). Maximising organisational performance while at the same time, gaining staff loyalty is an objective many employers aspire towards. An increasing number of employers is finding that employees stay employed for only about 24 months. Also, in the UK clothing retail sector, staff turnover levels are reported to be in excess of 50% per year. In Hong Kong, the retail sector in 2008 recorded its highest annual turnover rate of 36.7% (Warden, Han & Nzawou, 2018: 1-2). In the submission of Warden et al. (2018: 2), this is still higher than found in South Africa where the retail business sector has an average staff turnover rate of between 20% and 25%.

It is against this background that the study attempts to develop a conceptual framework to measure talent management strategies and organisational performance of selected retail stores in KwaZulu-Natal, South Africa.

1.3 STATEMENT OF PROBLEM

Organisations globally have recognised talent as a catalyst for organisational competitiveness. This informs why many organisations are constantly transforming the workplace. However, empirical evidence reveal that the 21st century business executives have continuously failed to manage talent, adversely effecting organisational competitiveness (Cappelli, 2008; Gurusinghe, Arachchige & Dayarathna, 2021; Liu, Vrontis, Visser, Stokes, Smith, Moore, Thrassou & Ashta, 2021). Capelli (2008) attributed the failure in talent management to the obsolete management strategies that are still being used by organisations. The author further argue that many of the talent management processes in use today were developed over half a century ago. The key traditional functions of Human Resource Management (HRM) practice such as recruitment, selection, performance appraisal, training and development are giving way to a more strategic function, which reflects the challenges of the twenty-first century. Therefore, developing talent-appropriate management strategies to align with new challenges and competitiveness in the changing business environment is key for organisational performance.

The South African retail sector is said to have 20% contribution to the economy in terms of employment (Malgas, Kathle & Mason, 2017). In 2006, the informal retail sector contributed about 320,000 job opportunities for unemployed South Africans (Ligthelm, 2006). Currently, the number of businesses in the retail industry is on the decline. Prior research conducted in early 2000s found that about 70 to 80% of these businesses collapsed after three years of being in operation (Cant & Ligthelm, 2002). Evidence suggests that the retail sector is faced with many challenges hampering the performance, growth and sustainability of businesses. Some of such challenges is the attraction and retention of skilled workforce for organisational performance (Ntema & Marais, 2012; Balwanz & Ngcwangu, 2016), and lack of business skills (Ntema & Marais, 2012). The challenge of scarce skills (Balwanz & Ngcwangu, 2016) has been traced to inability to attract, develop and manage the right talent for organisational performance (Onwugbolu & Mutambara, 2021).

Moreover, the retail sector in KwaZulu-Natal is noted to experience short work life-cycles of the workforce. If this study is not conducted, this trend may persist and hurt best business practices with an adverse effect on organisational performance. It is worthy of note that there is a dearth of research on talent management and organisational performance with a focus on the retail stores in KwaZulu-Natal, South Africa. This is the rationale for this study, which seeks to develop a conceptual framework to measure talent management strategies and organisational performance of retail stores in KwaZulu-Natal, South Africa.

1.4 RESEARCH OBJECTIVES

The main objective of this study is to propose a conceptual framework to measure talent management strategies and organisational performance in selected retail stores in KwaZulu-Natal (KZN). The specific objectives of this study are to:

1. Investigate the relationship between talent identification and collective intelligence
2. Determine the link between talent identification and talent development
3. Establish the influence of talent development on community of practice at the selected retail stores
4. Ascertain the link between talent management strategies and collective intelligence.
5. Establish the mediating influence of collective intelligence on the interplay between talent management strategies and the retail stores' performance

6. Develop a conceptual framework to measure talent management strategies and organisational performance in selected retail stores in KwaZulu-Natal

1.5 RESEARCH QUESTIONS

To address the above objectives, the following research questions were developed:

1. What is the relationship between talent identification and collective intelligence?
2. Is there a link between talent identification and talent development?
3. To what extent does talent development influence community of practice at the selected retail stores?
4. Is there a link between talent management strategies and collective intelligence?
5. To what extent does collective intelligence mediate the interplay between talent management strategies and the retail stores' performance?
6. What type of conceptual framework could be adopted to measure talent management strategies and organisational performance?

1.6 CONTRIBUTION OF THE STUDY

The concept of talent management had been confronted with scepticism since its emergence in the 90s (Cascio & Boudreau, 2016; Gallardo-Gallardo, Nijs, Dries & Gallo, 2015). The scepticism is linked to the lack of an acceptable conceptual framework, and the dearth of credible empirical research on talent management (Collings, Scullion & Vaiman, 2015). Talent management strategies in developing economies such as South Africa have not been given the deserved attention in academic literature. The conversion on global talent management strategies to the South Africa economy is affected by provincial and cultural differences. To fill the research gap, this study intends to develop a conceptual framework to measure talent management strategies and organisational performance for the retail stores in KwaZulu-Natal, South Africa.

This study intends to make two contributions on Talent Management. Firstly, the study adds to existing knowledge of talent management strategies and organisational performance. Secondly, a framework to measure talent management strategies and organisational performance would be developed. The outcome of this study is hoped to benefit academic researchers as it provides additional insights into the essential components that constitute talent management strategies, especially in the retail sector. The developed framework may assist business professionals to

comprehend that aspect of HR functions that can stimulate organisational performance within the context of retail management. In addition, the outcome of the study could enhance the performance of the retail sector, thereby making a significant contribution to South Africa's GDP.

1.7 SCOPE OF THE STUDY

The scope of this study is limited to three selected retail stores from which data were collected in Durban KwaZulu-Natal, South Africa. Three variables were considered in the development of the framework to measure talent management strategies and performance in the selected retail stores in KwaZulu-Natal. Talent management strategies (TMS), which is the independent variable has three sub-constructs namely, talent identification, talent development and community of practice. The mediating variable is collective intelligence, while the dependent variable is the retail stores' performance. The target population is the employees of the three selected retail stores in Durban, KZN. The sampling frame is 453. The quantitative data were collected from the employees using a simple random sampling technique, while qualitative data collection was limited to six senior management staff members, which are purposively selected based on respondent's accessibility during the period of investigation. The findings of this study could be generalised to the retail stores in Durban, KwaZulu-Natal.

1.8 THE THESIS STRUCTURE

The study is structured into seven chapters:

1.8.1 Chapter One: Introduction

This chapter presents the introduction, which sets the tone for this research. The background of the study and the statement of the problem are presented in this chapter. The research objectives, research questions, hypotheses, the contribution of the study, scope of the study, as well as the thesis structure were also presented in Chapter One.

1.8.2 Chapter Two: Literature review

This chapter commences the review of related literature. Related literature on talent management strategies and performance is also presented in this chapter. Literature on the interplay between talent management strategies and the retail stores' performance in Durban, KwaZulu-Natal is presented. An extensive literature review on talent identification and talent development, talent development and community of practice, talent management strategies and collective intelligence, the distinction between talent management, community of practice, and

collective intelligence (as mediating factor in talent management), as well as other relevant literatures on talent management strategies and the retail stores performance, is presented in Chapter Two. The review of literature on talent management strategies in place at the selected retail stores in KZN is also discussed.

1.8.3 Chapter Three: Theoretical and conceptual framework

Chapter Three presents the theoretical and conceptual framework that guides the aims and objectives of the study. Four theoretical frameworks including Resource-Based, Human Capital, Knowledge-Based and High-Commitment theories are appositely identified and explained to address the research objectives. The conceptual framework was developed from the extant review of literature showing the linkage and connection between and among variables. From the conceptual framework, talent management strategies (TMS) are indicated as the independent variable with three sub-constructs including talent identification, talent development and community of practices. The mediating variable is collective intelligence, while the dependent variable is retail store performance.

The conceptual framework explains an understanding of how talent management strategies (TMS) influence retail store performance with a mediation effect of collective intelligence. Specifically, the framework is interpreted based on the assumption that talent management strategies (TMS) can only influence retail store performance with mediating effects of employees' collective intelligence such as innovation and product development initiatives.

1.8.4 Chapter Four: Research methodology and methods

Chapter Four discusses basic concepts employed in ensuring appropriate methodology and methods of the study are fittingly chosen, in order to engender answers to the research questions. The various philosophical lens with strengths and shortcomings were discussed before adopting pragmatism as the appropriate research philosophy for this study. The pragmatist philosophical assumption enjoys the blends of two research methods (quantitative and qualitative). The research approaches such as deductive and inductive approaches were discussed with a justification for adopting the integrative approach explained. This study employs the integration of the two approaches to suitably address the research questions. After careful consideration of the various research strategies, a cross-sectional research design was found appropriate for this research study. The study adopts the convergent parallel/concurrent mixed-method research choice to develop a conceptual framework to measure talent

management strategies and performance of selected retail stores. The first justification is the necessity to allocate equal treatment to both the quantitative and qualitative components of the data collection approach of the study and the second justification is that it also allows for the comparison of research findings to engender more robust research findings. The mixed methods research design adopted informed the use of simple random sampling to select respondents for the quantitative data through a structured questionnaire while convenience sampling techniques were adopted to select participants for the interviews (qualitative data).

The various tools of analysing this data such as SPSS version 26 for quantitative data and NVivo 12 for qualitative data were explained in this chapter. The results of data analysis using descriptive and inferential statistics, as well as contents analysis, are presented in the next chapter. The validity and reliability of the research instrument were explained. The limitation of the methodology and ethical considerations of this study were also discussed in this chapter. The next chapter presents an analysis of the quantitative and qualitative data collected.

1.8.5 Chapter Five: Data analysis and interpretation of results

This chapter focused on the analysis and presentation of the quantitative and qualitative data collected through a structured questionnaire and semi-structured interviews. The demographic data were analysed using descriptive statistics. A Pearson Moment Correlation question was adopted to respond to the research questions. The quantitative data were analysed using SPSS version 26 and the qualitative data were analysed using NVivo 12. The outcomes of the qualitative data analysis were compared with the quantitative data analysis for methodological triangulation.

1.8.6 Chapter Six: Discussion of findings

A detailed discussion of the research findings in line with the research questions and objectives are presented in the chapter. The findings are based on the outcome of the statistical analysis presented in the previous chapter.

1.8.7 Chapter Seven: Summary of findings, recommendations and conclusion

This chapter presents the conclusion and recommendations of this research. The general overview of the thesis chapters is also presented. Also, the research findings, recommendations, contribution of the research to knowledge, the limitation of the study, and suggestions for further research are presented in this chapter.

1.9 CHAPTER SUMMARY

The chapter presented the views of scholars on the impact of talent management strategies on performance in the selected retail stores and the challenges of achieving its goals for improved performance. The major challenges to the effective implementation of talent management strategies were identified as the lack of investment in formal employee training and development; low competency in skills considered critical to competitive work-forces; adoption of western talent management practices which align poorly with African organisational contexts; poor working conditions and low financial compensation; corruption; tribalism, AIDS and resistance to change; poor recruitment and promotion practices as well as the scarcity of educated, skilled labour. The role of human resources management practices in the effective implementation of talent management strategies to address these challenges and to improve performance was discussed.

Background information on the retail sector in KwaZulu-Natal and talent management practices in South Africa was also presented in this chapter. This was followed by the statement of the problem, which revealed the dearth of study on talent management and performance with a focus on the retail stores in KwaZulu-Natal, South Africa. The research objectives, research questions and hypotheses were also presented in this chapter. The justification of the study, significant contribution of the study, the scope of the study and the thesis structure were presented in this chapter.

The next chapter presents in detail, an overview of the South African retail sector. An overview of talent management strategies and organisational performance from KwaZulu-Natal, South Africa is also presented in the next chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

It cannot be overemphasised that the quality of the human capital and the practical implementation of human resources development are the key factors of organisations' success and competitiveness. The concepts of talent and TM practices are now increasingly part of the core of human resources management and corporate policies worldwide. However, little attention is given to the effective implementation of talent management strategies in the retail industry. This chapter explored extensive literature on the concept of talent, talent identification and development. A literature review on talent management strategies and organisational performance is presented in this chapter. Previous research on the study variables in relation to the research objectives is also unpacked and operationalised. In addition, the discourse on talent management and implementation of talent management strategies is critically illustrated in this chapter.

2.2 THE CONCEPTS OF TALENT AND TALENT MANAGEMENT

Most of the world's leading organisations have come to terms with the necessity of investing in human development for sustainable productivity and growth (Briscoe, Tarique & Schuler, 2012). Investment in human capital allows organisations to maximally utilise the potentials of their staff by motivating staunch commitment, unalloyed loyalty, brain work and loyalty to organisation's goals (Cummings & Worley, 2014). To achieve a competitive advantage, it is important to attract and retain an appropriate set of tools such as a committed workforce and machinery geared towards driving an organisation's goals. Hence, talent attraction, retention and development have been identified as significant measurers of organisational success (Nilsson & Ellström, 2012; Vaiman, Scullion & Collings, 2012). In this regard, talent management also happens to be one of the greatest challenges facing contemporary organisations (Collings 2014; Cappelli & Keller, 2014; Tymon Jr, Stumpf & Doh, 2010; Schuler, Jackson & Tarique, 2011). Despite the enormous debates surfacing both academic and professional's parlance, the definitions, terrain and preoccupation of talent management are still highly debated across the globe.

Talent is becoming more popular as a core competitive asset in business organisations as globalisation becomes more rampant and sweeps national boundaries. More pronouncedly, several organisations have recognised the significant position of talent as a competitive asset and business currency required in the current global economic trend (Scullion & Collings, 2011). Talent can be defined as a set of skills, knowledge, ability to learn and potential in combination with emotional intelligence and employee's or candidate's values in order to effectively perform the tasks of the organisation (Meyers, Van Woerkom & Dries, 2013). Talent is understood as a combination of skills, personal qualities, qualifications, knowledge, and potential for further development (Gallardo-Gallardo, Dries & González-Cruz, 2013). Tansley (2011) views talent as an individual's innate ability for ingenuity. It is also a natural ability and aptitude. Talent is some combination of a sharp strategic mind, leadership ability, emotional maturity, communication skills, ability to attract and inspire other talented people, entrepreneurial instincts, functional skills and the ability to deliver results. Talent is a set of unique abilities possessed by individuals. Talent is one of the most vital elements of any organisation and it is critical to both individual growth and organisational development (Cummings & Worley, 2014).

Some of the reasons why it is important is that; the chances of success are limited without a mastery of some aspects of life which could be regarded as talent; talent adds to an individual's market value; it helps executes ideas brilliantly; it is the last source of competitive advantage; great workplaces attract and retain talent; the most successful and admired companies have great talent; the cost of competent talent is high; the cost of turnover of talent is high; the competitive environment has created the retention crisis; retention can be managed (Tarique & Schuler, 2010; Dries, 2013; Oladapo, 2014). Talents are broadly categorised into two dimensions within organisations namely: uni-dimensional and multidimensional (González-Benito, Muñoz-Gallego & García-Zamora, 2015). When individuals possess a singular talent in any particular field, it is uni-dimensional when an employee's abilities are relevant across various organisational sectors, their talent is considered multidimensional. For instance, some employees may be good at administration, while others are good at sales, however, it is possible to find those that are talented in both administrative duties and sales.

Talent or talented employees seem to be based on individuals who are special, have competencies valued by the company, behaviours aligned with the company's values, are hard to find, are hard to replace, and can add a great deal of value to the company, have options to

leave at any time and can help shape the future strategic directions of the company (Arif & Uddin, 2016: 11).

Richards (2015) noted that talent depicts the capacity and capability of having greater mastery of developed abilities and knowledge. Talent management provides a platform for raw talents to thrive and make a meaningful impact in the actualisation of organisational goals. It is a composite state made up of various elements and mechanisms such as; skills, knowledge, intelligence and experience. Also, employees have the opportunity to learn and grow within a space of time and under the control of hierarchical leaders. A talented individual makes a sound judgment, exhibits a good and positive attitude towards their job and organisational goals and is imbued with good character and conduct (Nilsson & Ellström, 2012). Employees demonstrate perseverance and self-motivation. They all share the same objective but with different perspectives.

Davis, Cutt, Flynn and Mo (2016) define talent management as the conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organisational needs. It deals with the recruitment, selection, identification, retention, management, and development of personnel considered having the potential for high performance. It is the organised attraction, identification, development, commitment, perpetuation and employment of those individuals who are of meticulous assessment to an organisation, either in view of their 'high potential' for the future or because they are gratifying business/operation-critical roles (Iles, Chuai & Preece, 2010; Tansley, 2011). Talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential, who are of particular value to an organisation. Global talent management includes all organisational activities for the purpose of attracting, selecting, engaging, developing, and retaining the best employees in the most strategic roles (those roles necessary to achieve organisational strategic priorities) on a global scale (Arif & Uddin, 2016: 11).

Collings and Mellahi (2009: 305) defined talent management as “activities and processes that involve the systematic identification of key positions which differentially contribute to the organisation's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent

incumbents and to ensure their continued commitment to the organisation. Farndale, Pai, Sparrow, and Scullion (2014) assert that one of those reasons why talent management is of paramount importance is to ensure the availability of gifted hands and that bundles of talents are available to achieve organisational goals and objectives using measurable, predictable, and actionable skills that serve as a key to organisational success. It is worthy of note that talent audits are a worthwhile tool in the process of talent management to align human capital development with strategic business objectives.

Talent management can be seen as a summary of activities, tools and processes leading to the identification, motivation, stabilisation and development of organisations' talents to ensure their potential in order to carry out tasks effectively in accordance with organisations' future needs and trends. It is a sum of activities and actions that lead to the ability of managers to identify talents in the company (i.e. qualified and experienced professionals), to support them and give them a space for development (Rothwell, 2010). Talent management includes the human resource/organisation development functions of identifying, developing and retaining high potential employees for future leader-manager positions in the organisation (Van Dijk, 2013).

Talent management became popular in the early 20th century; during this period, the quest for skilful brain and talents became high (Ulrich & Dulebohn, 2015). It emerged in the 1990s as more organisations started to realise that their employees' talents and skills constituted a key factor in the achievement of the organisational goal. Talent management appeared in business and academic arenas after the publication of McKinsey's research in 1998. In this research, it is claimed that corporate America was about to be engaged in a war for senior executive talent that would remain a defining characteristic of their competitive landscape for decades to come. Since then organisations have started thinking about talent management (Arif & Uddin, 2016: 11). A study conducted in 2014 which captures perspectives on attraction, retention and engagement issues from 1,637 organisations (including 337 companies from the United States) across 31 countries, argues that talent management is critical to firm performance. Yet these companies encounter difficulties in hiring and retaining their talents: nearly two out of three respondents experienced problems attracting top performers (65%) as well as high-potential employees (64%) and more than half of employers reported difficulties retaining high-potential employees (56%) and top performers (54%) (D'Armagnac, Guettiche, Janand, Klarsfeld & Cloet, 2019: 1).

The issue with many organisations today is that they put tremendous energy, effort and strategy for talent acquisition, but spend little time in developing the talent of employees and retaining them (Schuler, Jackson & Tarique, 2011). Industries, organisations, firms and companies have widely adopted talent management programmes and processes in an effort to attract, select, develop, deploy, engage, and retain talented employees who can help achieve business objectives. According to Arif and Uddin (2016: 12), Human Resource Management in organisations is dedicated to managing people including their recruitment, selection, training and performance appraisal. He presents the reasons that make the talent management vital for the future of organisations and hereby state why organisations need to think about talent management beyond human resources management.

2.2.1 Scarcity of talent

Organisations need people and people need organisations thus the relationship is mutual. However, organisations need some people having distinctive competencies who are known, talented employees. The number of talented employees is not readily available. The scenario of talented employees is reflected in the report of Deloitte published in 2008. It says that:

Despite millions of unemployed workers, there is an acute shortage of talent: science educators to teach the next generation of chemists, health care professionals of all stripes, design engineers with deep technical and interpersonal skills, and seasoned marketers who understand the Chinese marketplace. Resumes abound, yet companies still feverishly search for the people who make the difference between 10 percent and 20 percent annual growth, or between profit and loss. Critical talent is scarce. So, when the market lacks talented employees it can be hard for the organisations to find them timely.

2.2.2 Global expansion of business:

Today, business firms are tending to be global. The reasons are free-market ideology, technological advances, the shift of the economic centre of gravity from the developed to the developing countries, and opening of borders to trade, investment and technology transfers. One of such indicators is the international expansion of the sales operations of 102 retail stores between 2003 to 2012, in which, these retails simultaneously grew into a total 836 overseas businesses (Mohr & Batsakis, 2018). Sales growth of retail businesses has been identified to be positively related to rapid expansion with success rate in many foreign economies (Chan,

Finnegan & Sternquist, 2011). The internationalisation of the retail sector is expected to ascend with the increase in the international shopping experience (Tripathi, Gautam & Lal, 2017). Besides, global increase in supply chain and geographical dispersion is paving the ways for new emerging markets (Lessard, Lucea & Vives, 2013). However, skill shortage remains one of the major threats to the foreign expansion of many businesses (Tripathi, et al., 2017).

2.2.3 Knowledge-based economy

In a knowledge-based economy, it is expected from the employees that they are capable of handling complex job responsibilities while working with teams and diverse networks. The pattern of work in a knowledge-based economy is dominated by the application of modern technology. The situation demands the need for talented employees to manage the functions with greater efficiency and effectiveness.

According to ALDamoe, Yazam and Ahmid (2012), employee retention has emerged as one of the major foci in recent years in human resources management studies, particularly as part of talent management programmes. Talent management goes beyond retention and incorporates more elements of the talent management process by including training, career planning, human resources development, succession planning, performance management, and qualified workforce supply/demand match, however, the overall strategic objective of talent management is to develop and sustain leaders so that organisations can be successful (Collings, 2014). Talent management in the narrower context provides: identification of strengths and development areas of employees; preparation of talents to perform difficult tasks and problem solving; full and effective usage of talents in relation to achieving the best possible performance of the organisation; creation of career progress of individual talents; talent development regarding their knowledge, abilities, skills and competencies expansions; a starting point to reward and take care of employees; a starting point to deploy employees and to create their workload; development of leaders and building the leaders continuity; creation of the favourable working conditions and working environment (Tansley, 2011; Thunnissen, Boselie & Fruytier, 2013; Collings 2014).

The given process is linked to several activities of human capital development. It aims to ensure and retain the best people in the organisation in the right places. From the organisation's perspective, it presents a long-term investment. Talent management requires the company to invest a considerable amount of funding in further education and staff development. A

company must create, besides the education plan, other development strategies for sustainability and succession. It must keep trained and educated people, to provide them with advantages and benefits that would not be found in the competition and measure the results of the educational process. If the employee does not feel (financial or moral) improvement, he/she would not be interested in his further development (Temminck, Mearns & Fruhen, 2015). Investing in organisational holistic development and sustainability is crucial. It is not important what products and services the company provides, or what machines and buildings it owns, the most important is the human resources it possesses - their knowledge, motivation and common values (Bal, De Jong, Jansen & Bakker, 2012).

Verma and Ahmad (2016) assert that managing talents is the result of conscious effort and mechanism of an organisation put on the ground to promote, equip, attract, preserve, and utilise people's potentials for the organisation's present and future business needs. It is the supplementary management processes and opportunities that are completely available to people in the organisation that are well-thought-out to be 'talent' (Senge, 2014). It can be a planning contrivance for human resource management, as a forecasting tool, talent management looks very analogous to employees planning, but where Human Resources would experience a real opportunity for contribution to the organisation is in the quality of implementation supporting the plan (Scullion & Collings, 2011). Efficient application of the talent management plan and process benefits the company in the following aspects: company revenue; quality of work and product; employee productivity; overall productivity; cost efficiency which ultimately brings the favorable cost of product or service; customer satisfaction; cycle time; market capitalisation (McDonnell, Lamare, Gunnigle & Lavelle, 2010; Thunnissen, Boselie & Fruytier, 2013).

Various factors influence talent management in a corporate organisation; they can be addressed as talent management strategies. In his study, Bersin (2013) has identified the following six drivers affecting corporate talent and human resources. They include; rapid business change which implies the acceleration of business changes; the shift towards emerging markets depicts the growth of emerging economies such as China, India, Brazil and Eastern Europe. Also, borderless workplaces because of the disappearance of the corporate hierarchy, diverse teams with flatter organisation structures. There is also an increased rate of specialisation which creates new jobs and flexible career models, social reward programmes and facilitates talent mobility across business empires (Bersin, 2013). Twenty-first-century models of leadership

entail new styles of leadership and intense competition for talent. Any organisations without an intense desire and growing goals to acquire and train talents in today's highly competitive talent markets may face extinction.

Debates continue to ensue on the scarcity of talented and skilful employees (Garavan, Carbery & Rock, 2012; Swailes, 2013). The wave of globalisation which provides organisations and employees with new opportunities, new ideas, business doctrine and new thinking patterns has changed the structure of organisations. Globalisation makes the world more diverse and integrated. There is always competition that is more intense, multifaceted and extremely widespread. Knowledge economy speaks volumes of the crops of skilled and talented individual that an organisation is parading in the globalised economy (Ferraro & Briody, 2014). Of recent, knowledge is used as the most important source of the organisation's competitive advantage (Mills & Smith, 2011). Knowledgeable workers are more important for organisations now than before. There are also changes in the world of work which is characterised by the creation of new tasks driven by artificial intelligence (Beck, 2014). There are demographic changes that are accruing in the age profile of the workforce (aging workforce vs. younger generations) and the structure of the workforce (increasing diversity, different skill sets, varied expectations), as well as technology on its part makes the world faster and more connected, has a significant effect on workplaces and the workforce (Schuler, Jackson & Tarique, 2011).

The quest for searching and retaining talents is the sole responsibility of various organisations, industries, firms and companies' departments of human resources management. Such a department is obliged to deal with several demanding tasks. The most important fields for improving the processes and strategies of talent management are; building sufficient talent reserves at each level; creating such a culture that makes employees want to stay in the organisation; identifying differences between the existing abilities of the job candidates and the requirements for job positions; creating such a policy that would encourage career growth and personal development (Cameron & Quinn, 2011; Johnston & Marshall, 2013).

The concept of talent management involves the application of incorporated approaches or systems intended to augment business efficiency through improving the methods of drawing, increasing, keeping and using personnel that have the necessary expertise and ability to satisfy the existing and prospective needs of a business (Kehinde, 2012). Ogbari, Onasanya, Ogunnaike and Kehinde (2018), describe the strategic management of talent as actions as well

as procedures which include an efficient recognition of chief spots that despairingly add to an organisation's maintainable aggressive benefit, expansion of an endowed group consisting of high potential as well as high performing officers to occupy the roles, as well as the establishment of a unique personnel structure to enhance satisfying the spots through qualified personnel as well as ensuring continuous dedication towards a business. Richard, Richard, Audrey and Scott (2011) clarified talent management requirements along with various facets which include the appeal for increases in the management of talent, physically powerful as well as healthy human resource constitution within a business.

If an organisation wants to succeed, managing the workers' capacity becomes important to achieve certain goals in a business such as advantaged competition, high productivity and efficiency (Farndale, Scullion & Sparrow, 2010; Dries, 2013). Managing endowment could be a problem in businesses from the globalisation perspective regardless of the nation (Schuler, 2015). Regardless of the increasing reputation of managing talent as well over decades of deliberation and publicity, the idea of managing talent is still vague (Ogbari, Onasanya, Ogunnaike & Kehinde, 2018). Gallardo-Gallardo, Dries & González-Cruz (2013) emphasise an alarming ambiguity concerning the meaning, extent as well as general objects of talent management. Tymon Jr, Stumpf and Doh (2010) acknowledge that organisations cannot contend successfully without talented people; but do not shed light on who the talented people are. Talent management is beset with misunderstandings, doubts and lack of clarity, implying that the subject is not grounded in practice and thus reinforcing why it is viewed by many experts as a puzzle (Stahl, Björkman, Farndale, Morris, Paauwe, Stiles, Trevor & Wright, 2012)

The effect that talent management has on the outcome of an organisation remains an issue, particularly in situations where just high-ranked staff are considered the endowments of an organisation (Kehinde, 2012).

2.3 Retail Stores Performance

Organisations are beginning to understand the strategic value of talent and the impact it has on financial outcomes. This represents a major shift in how business executives view the value of human resources. In the 1980s and 1990s, effective human resource planning was a step in the direction of better utilising and leveraging talent for business objectives (Snell, Morris & Bohlander, 2015). Organisations came to realise that the sustaining element of the contemporary economic structure was talent-based (Dries, 2013). Besides, business executives around the world seem to agree that one of the biggest challenges facing their companies is

building and sustaining a strong talent pipeline (Stahl et al., 2012). This birthed the idea of actively managing talents for the organisation rather than depending on the ability of the organisation to find and hire critical talent just when needed (Yukl, 2013). In addition, organisations discovered that there is a need to adopt a talent management strategy, particularly in preparing potential employees for organisational leadership (Cummings & Worley, 2014). Successfully building critical talent management initiatives would require creating a competitive advantage in the global marketplace (Goetsch & Davis, 2014).

Scholars argue that talent management strategy is an emerging field of research, hence, there is a need to investigate its process, value and effectiveness for organisational performance (Gehman, Trevino & Garud, 2013). Moreover, researches in the field of talent management and organisational performance require much empirical engagement (Tarique & Schuler, 2010). To this end, Nagarayan, Sathyanarayana and Ali (2013) examined employees' perceptions of talent management practice with reference to the retail industry. The authors empirically found that talent management strategy helped to increase both employees and organisational performance. Onwugbolu and Mutambara (2021) investigated talent management strategies and employees' performance within the context of retail organisations. Through a structural model, the author found that a significant association exists between talent management strategies and retail stores' performance. The study conducted by Uddin and Arif (2016) on talent management and organisational performance revealed that components of talent management strategy such as employee attraction, engagement and retention, and selection show significant association with the performance of the retail organisation. However, employees' development shows a negative relationship with retail sector performance.

It is instructive to note that few empirical studies have attempted to comprehend the impact of talent management strategy on organisational performance using a mixed method approach. For instance, Bhatnagar (2007) examined the talent management strategy of employee engagement as a key factor in retention. The study revealed increasing scores with employees' engagement at the career beginning stage to the intermediate stage. However, the interview data revealed that it may be due to employees' loyalty. The author suggested the need for further investigation on the use of talent management strategy within the organisation using a mixed method approach. Besides, there is limited evidence in literature in measuring the interlink between talent management strategy and organisational performance via a mixed

method approach within the context of the retail sector. One of the motivations of this study is to measure the influence of talent management strategy on the retail stores performance in KZN.

2.4 Talent Identification and Talent Development

On the one hand, talent identification is one of the most important aspects of talent management. It entails recruitment selection and placement (Uddin & Arif, 2016). It involves the process of attracting talented employees into the organisation. On the other hand, talent development deals with that HR functions that ensure the development of employees' potential through training and mentoring towards retention and organisational performance (Berger & Berger, 2011). Talent identification and development are one of the most critical issues in HR activities. Due to the susceptibility to change in human nature, many organisations find it more difficult to identify and retain talented employees. However, an organisation must seek to identify the right talent and develop for organisational performance.

Previous research investigations have suggested that talent identification is the critical factor for effective talent development. King (2016) examined the strategic talent management on the psychological contract, and employee organisation relationship. The study indicated that psychological contract is influenced by talent identification, and career development is witnessed through a series of significant events. Golik and Blanco's (2014) study on talent identification and development tool among 112 companies in Argentina revealed that an increase in the talent identification process yielded a greater increase in the use of developmental tools. Results further indicate that the creation of a development department encourages the implementation of talent identification and development tools. In contrast, Tyskbo (2021) recently made a profound finding in the system of talent identification and staff development. Through a qualitative examination, the author found that ad hoc recruitment approaches, self-interest, and lack of skills that are embedded in talent identification are the major factors causing variations in the implementation of talent identification. King (2016) had earlier noted that altering the expectation of employees is a possible factor affecting the interlink between talent identification and development. These findings justify the necessity of this study, particularly in South Africa which is faced with an acute shortage of talented workforce.

Few research investigations have been conducted on the relationship between talent identification and development in the retail industry. Mao's (2016) study in a Taiwan retail

store revealed that salary and employee benefits are the key elements of talent identification, while personnel training and promotion were the crucial factors for sustainable talent development. The study conducted by Unachukwu and Nzewi (2014) also indicated that components of talent identification such as talent attraction, and talent mentoring and development show significant association with employees' performance in a manufacturing firm. It should however be noted that all the aforementioned studies either adopted a qualitative or quantitative research approach. The adoption of a triangulation method, to measure talent identification and development, within the context of the retail sector is yet to be conducted in South Africa. This study aims to fill this gap by measuring talent management strategy on the performance of retail organisations in Durban, South Africa.

2.5 Talent Development and Community of Practice

As discussed earlier, talent development is harnessing an individual's potential through mentoring, training and development, and career growth. Community of practice (CoP) refers to a group of experts with common interests or ideology, who collectively want to advance their knowledge to become an important part of a successful large organisation (Paasivaara & Lassenius, 2014). It is a social tool to link, engage, and share knowledge in organisations (Jagasia, Baul & Mallik, 2015). A successful development of talent is expected to create a purposeful and resourceful community of practice for organisational development. Talent management scholars have argued that successful organisational performance relies on the community of talented employees (Jagasia, Baul & Mallik, 2015; Franzen & Tina, 2021). Therefore, talent development is a function of a successful CoP and vice versa. The key contributions of talent development towards the successful implementation of communities of practice in organisations is well expressed in literature. Jagasia et al. (2015) identified the provision of proper community support, people support, alignment of the knowledge management initiative with business strategy, and vital knowledge management procedures as success factors in the successful implementation of CoP in a learning organisation. The study conducted by Paasivaara and Lassenius (2014) revealed how CoP was adopted in the transformation of a traditional plan-driven organisation to lean and agile. The authors argued that CoP became the central mechanism behind the successful implementation of the large-scale agile. The study by Bezyak, Wu, Chen, Tansey, Umucu, Lee, Iwanaga and Chan (20115) indicated that marketing, benefits of being a CoP member, and barriers to recruitment efforts are strategies for initiating CoP. CoP helps to develop talent because it is a viable tool for

disseminating information or knowledge sharing, and active network that promotes communication between professionals and researchers (Bezyak et al., 2018).

A considerable amount of study has been conducted to demonstrate the use of CoP as a talent development mechanism for organisation transformation. Works on the practice of CoP are widely acknowledged. However, the adoption of knowledge sharing, problem-solving and quality commitment as components of CoP within the context of the retail sector is scarce. Besides, the measure of components of talent development (training and development, mentoring and retention) and CoP has attracted little attention. This study aims to examine the interlink between the components of CoP and talent development. This investigation aids to the proposition of a conceptual framework of retail organisational performance in South Africa.

2.6 Talent Management Strategies and Collective Intelligence

There is sufficient evidence in literature that the more efforts an organisation makes to manage its talent, the greater the quality of services it provides. Thus, organisations are able to compete externally by ensuring that various elements of their talent management are linked together with the organisations' business strategies (Stahl et al., 2012). In HR, identifying and developing employees with high potential abilities is referred to as talent management (Nyanjom, 2013), while the methods or approaches to harnessing these potentials are known as talent management strategies (Uddin & Arif, 2016). One of the strategies in talent management is collective intelligence initiatives (Secundo et al., 2016). Collective intelligence refers to the coordination of tangible and intellectual assets towards the achievement of strategic objectives (Secundo et al., 2016). For Chujfil and Meinel (2015), it is intelligence and knowledge that emerged from the association of individuals who are connected in groups. Collective intelligence is a management strategy for increasing emotional, cultural, and organisational intelligence, thereby improving talent development (Shayanipour, Imani & Karimzadeh, 2017).

Discourse on the use of collective intelligence as a talent management strategy has been explored. For example, Secundo et al. (2016) explored the adoption of collective intelligence, using multiple stakeholders to harness the power and development of intellectual capital towards the achievement of a university's final goals. Flores, Negny, Belaud, and Le Lann (2015) demonstrated the use of collective intelligence in the improvement of intelligence and behaviour that arises from a collaborative effort. Collective intelligence was found to mitigate the challenges of individual creativity. In the same vein, Shayanipour et al. (2017) found a

significant and positive association between talent management and organisational intelligence. The authors argued that the development of multiple intelligence is pivotal for the performance of faculty members.

It is important to note that the adoption of collective intelligence as a strategy for retail sector performance is limited, especially in Africa. Besides, the adoption of innovation and product development as components of collective intelligence within the context of the retail sector in South Africa remains elusive. One of the motivations of this study is to determine the efficacy of collective intelligence as a talent management strategy among selected retail organisations in KwaZulu-Natal, South Africa. This investigation assists in proposing a conceptual framework to measure retail organisational performance in South Africa.

2.7 THE MEDIATING ROLE OF COLLECTIVE INTELLIGENCE ON THE LINK BETWEEN TALENT MANAGEMENT STRATEGIES AND THE RETAIL STORES' PERFORMANCE

Collective intelligence has been described as the alternative mechanism for creating knowledge (Chujfil & Meinel, 2015). Therefore, it has the potential of being one of the best indicators for measuring organisational performance, with regards to talent management. Previous studies have adopted various components of collective intelligence as a useful mediating tool. For example, the study conducted in Japan by Lee and Jin (2019) on how collective intelligence fosters incremental innovation revealed that components of collective intelligence (participation, sharing, and co-creation) and significantly mediate between components of motivation and components of innovation. The investigation of the entrepreneurial resilience of Chadian and Cameroonian entrepreneurs indicated that components of collective competence significantly mediated the relationship between collective intelligence and entrepreneurial resilience (Mignenan, 2021). Earlier, the study conducted by Boulesnane, Bouzidi and Varinard (2012) also indicated that the components of collective intelligence (collective intelligence capabilities and knowledge management capabilities) create superior value in improving organisational effectiveness. The exploration of 202 firms by Fachrunnisa, Adhiatma and Tjahjono (2020) indicated that cognitive collective engagement mediated the relationship between three organisational constructs and innovation performance. From the foregoing, it is evident that the use of collective intelligence as a mediating measure of retail stores' performance remains a gap in literature. It is premised on this that this study aims to comprehend the mediating effect of collective intelligence between talent management strategy

and retail store' performance in KwaZulu-Natal, South Africa. The outcome of this investigation assists in developing a conceptual framework to measure retail stores' performance in a developing context like South Africa.

2.8 CONCEPTUAL FRAMEWORK OF TALENT MANAGEMENT AND ORGANISATIONAL PERFORMANCE

Discourse on the development of a conceptual framework of talent management towards organisational performance is widely explored. For example, Gurusinghe, Arachchige and Darayathna (2021) developed a conceptual framework of Predictive HR analytics to measure talent management within the context of the technological-organisational-environment. Mensah (2015) designed a coalesced talent management and employee performance. The author argued that talent management leads to employees' performance. Collins and Mellahi (2009) developed a theoretical model of strategic talent management for academics and practitioners by providing a concise definition of strategic talent. In addition, Jabar, Awang, Kowang, and Krishnan (2019) proposed a multiple intelligence framework as a talent management strategy to achieve organisational performance.

Furthermore, Hilman and Abubakar (2017) demonstrated the positive link between talent management and organisational performance. The author developed a conceptual framework to measure the impact of strategic talent management and university performance. Despite these investigations, a conceptual framework of talent management strategy and organisational performance within the context of retail organisations remains elusive, particularly in South Africa. It is in the light of this that this study aims to propose a conceptual framework of talent management strategies to measure retail organisations' performance.

2.9 Talent Management and Talent Gap

In addition, global companies must balance the tension between effective decision-making and implementation at the local level versus standardised systems and processes at the global level. These companies thus achieve a competitive advantage not solely because they design and implement "best" practices but rather because they guarantee the various elements of their talent management system are aligned -internally, externally, and globally - to support their business strategy and operating model (Stahl et al., 2012).

Youth unemployment is one of the most debated social problems across the globe (Tanveer Choudhry, Marelli & Signorelli, 2012). The prevalent nature of unemployment, underemployment, and low-quality jobs have created a replete labour and serious crisis for organisations across the globe (Mains, 2012). Willing job seekers are unemployed and as such, talents are being wasted daily when they are not properly harnessed and harmonised (Falola, Salau, Omoniyi-Oyafunke & Olokundun, 2018). While the labour force grows, with an increasing proportion of youth, employment growth is inadequate to absorb labour market entrants. As a result, the youth are especially affected. Moreover, young people are more likely to be employed in jobs of low quality or underemployed - working long hours for low wages, engaged in dangerous work, or receiving only short-term and/or informal employment arrangements that are a common trend across the globe (Barrientos, 2013). The concepts of casual and contract work permeate the labour market. The inadequate employment situation of youth has several socio-economic, political and moral consequences and affects talent recruitment and retainment within organisations.

The need to identify and develop relevant talents has seen government agencies and parastatals, blue-chip companies and policymakers all over the world taking a cursory look at the difference between required skills and acquired skills (Salomon, 2012). That is, there has been a nexus relationship and mismatch between workforces' skills and their labour markets' needs. There exists a skill gap and talent gap. Talents and skills are also critical assets for individual workers and firms in a rapidly changing and globalised world (Schwab, 2017). An employer's choice is driven by the required skills and not graduates' or employees' acquired skills (e.g. which tasks are delegated, which can be substituted by technology and rely on non-routine tasks). Job candidates and potential employees also come to the labour market with varying knowledge, competencies and abilities that can be broadly defined as "skills", or the outcomes of individuals' choices of education, training and of their work experience, combined with innate abilities and preferences (Cappelli, 2012). It has become a recent practice that most employers emphasise the need for employees with certain fundamental skills and talents (ILO, 2012). Some of the identified required popular skills include; a strong academic grounding as well as individual abilities and exceptionalities in teamwork, problem-solving, work ethic and integrity.

As noted, changing demographics do not necessarily cause tighter labour markets; it may be possible to compensate for them through productivity increases. However, an aging workforce

makes it increasingly difficult to replace retirees with younger workers. Demographic trends drive today's talent shortage. McKinsey & Company has projected that the number of workers aged 35-44 years in the United States would decline by 15% between 2000 and 2015, with no significant countervailing trends (Stahl et al., 2012).

Madhur (2014) views talent gap as lacking the required skill and technical expertise to fit into an organisation. Lacking the skill to address organisational needs and challenges creates a vacuum usually regarded as the talent gap. Human resources managers of these organisations make every move, and devise every strategy of getting talented hands to fill their vacant posts but at times, to no avail (McDonnell, 2011). When there is a consistent talent gap, the growth and development of the organisation declines. Even employees are demoralised as there are no people to look up to for help and organisational guidance to work effectively and efficiently. When an organisation is fraught with talent gap, it performs rather poorly in every aspect (Auguste, Kihn & Miller, 2010). There are basic steps to follow in filling talent gaps in any organisation. According to Auguste, Kihn & Miller (2010), the steps are: identifying of knowledge, skills and abilities required for the positions or vacancies; identifying departments where proficiency is needed; identifying individuals with required skills and talents within an organisation and market; selecting the right or deserving candidates with required proficiency; identifying the skill gap of the candidate to the position; planning to bridge the skill gap; looking at the training and re-training session for newly found employees; rolling out professional development plans to help employees succeed in their role; assessing individual performance periodically and identifying the areas where extra training or specialised attention is required.

A continuous alignment between organisational needs and employee's performance is essential in meeting the goals of an organisation. McDonnell (2011) argued that the talent gap has a moderate-to-high negative effect on business; it also reduces competitiveness and productivity; it hampers the turnout rate and reduces employees' morale in an organisation. However, talent employability results from several factors which include; a foundation of core skills, access to education, availability of training opportunities, motivation, ability and support to take advantage of opportunities for continuous learning, and recognition of acquired skills and is critical for enabling workers to attain decent work and manage change and for enabling enterprises to adopt new technologies and enter new markets (Nilsson & Ellström, 2012).

Organisations HRMs need to take strategic steps to reduce the talent gap to a negligible level so as not to hamper the productivity of the workforce.

Some of the strategies debated in literature to reduce the talent gap within organisations are succinctly discussed below.

Develop a culture of talent development: Culture is the environment for people at work. Every organisation has its own culture and organisational culture includes the norms and behaviour that outline its shared values (Cameron & Quinn, 2011). Managers need to build and maintain an effective culture for the larger interest of the organisation. Organisational culture should be so nurtured to retain, sustain and grow talent.

Act as a role model: Top management officials must embrace openness and be transparent about their own needs to learn, develop and share (Berger & Berger, 2011).

Reinforce the value of learning: Go beyond the preliminary conversation about goals. Ask employees what they want to accomplish and what they feel their gaps are (North & Kumta, 2018). When someone completes an assignment, celebrate both the outcome and the learning, especially if the assignment was not completed smoothly. Reinforce shared values.

Build sustainable processes: Managers should coach and develop their employees. Every employee knows what areas they need to improve, and for those with particularly high potential, career tracks should be developed that give them a sense of a sustainable relationship with the organisation (Cameron & Quinn, 2011).

Strengthen shared values: Every employee should be able to connect their daily work productivity and responsibilities to the values of the organisation (Berger & Berger, 2011). They need to understand the job and the reason for completing the job successfully.

Leverage problems as opportunities: Problems in the workplace should be seen by employees as opportunities to develop their skills and hone their talent for future performance (Nilsson & Ellström, 2012). Learning the causes and stresses inherent in the problems can be helpful for both the organisation and the employees.

2.10 ORGANISATION CULTURE, TALENT MANAGEMENT VALUE AND EMPLOYEES' PERFORMANCE

Business leaders in the corporate world have leaned on the idea that workers' welfare is of paramount importance to the organisation. The idea of creating organisational settings captures the worth of each worker. Taking care of employees booms and promotes efficiency and effectiveness. People are constantly surrounded by culture (often invisible) that forms the background of their work lives in organisations (Schein, 2010). According to Agwu (2014), organisational culture or business system provides a powerful mechanism for controlling behaviour. It influences and changes the orientation of employees about the views and beliefs of the world around them. Organisations do not exist in a vacuum but in a specific culture or socio-cultural environment that influences the way their employees think, feel and behave. It is responsible for the oneness and teamwork of any organisation. Hence, managers and employees do not work in a value-free environment; they are governed, directed and tempered by the organisation's culture (Mwangi, Olayo & Simuyu, 2015). Organisational culture has a strong influence on employees' performance and work attitude. For employees, it is either the glue that bonds people to an organisation or what drives them away. It involves standards and norms that prescribe employees behaviour in a workplace (Alvesson, 2012). Building a corporate culture takes time and strategic planning but is well worth the effort (Hickman and Silva, 2018).

Gharajedaghi (2011) submits that organisational culture entails the underlying values, belief system, principles and practices that constitute any management system. The corporate culture of an organisation depends on its environment, objectives, and belief system and management style. An organisation with a unified culture depicts the thinking patterns of employees and their uniqueness. There unified ethical values that guide the conduct of all staff and attainment of organisational goals, while a weak corporate culture indicates that employees are unlike-minded and hold dissimilar beliefs/ethical values (Agwu, 2014). Thus, organisations can only achieve their goals by aligning their corporate culture with their performance management system. It is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011). Organisational culture is also the collection of traditions, positions, programmes and policies that guide and guard organisation thinking (Doppelt, 2017). It entails the ethics and vital patterns that distinguished an organisation from the other (Selznick, 2011). This uniqueness consists of seven key characteristics which include; innovation and risk-taking, paying attention to details, outcome, people, and team orientations,

aggressiveness and stability. It enhances organisational performance, employee job satisfaction and a sense of certainty about problem-solving (Kotter, 2012). Any deviation from the core organisation values may affect negatively the growth, effectiveness, and efficiency and may spell doom and decline productivity (Akpan & Nnamseh, 2014). Continentally, organisational culture is either a force for change or a definite barrier to it, hence managers are increasingly challenged with changing an organisation's culture to support new ways of accomplishing work.

Nelson and Quick (2013) opined that the culture of any organisation performs four functions which include: giving members a sense of identity and responsibility; increasing their commitment; reinforcing organisational values; and, serving as a control mechanism for shaping behaviour. Leaders of organisations shape and promote a business culture with the conduct, beliefs, attitudes they exhibit, what they pay attention to and how they behave, allocate tasks, duties and employees' responsibilities (Schein, 2010). Worthy of note is that the patterns of their hiring and firing of employees have a bearing on productivity, efficiency and effectiveness of any organisation (Jones and Jones, 2013). Organisational culture and employees' performance are related though the exact nature of this relationship is mixed (Scott, 2015; Lunenburg, 2011). There is a dearth of literature on the relationship between cultural attributes and employees' performance which has not been consistent over time (Pfeffer, 2010). However, according to Bulach, Lunenburg, and Potter (2016), the effects of organisational culture on employee behaviour and performance can be summarised thus; firstly, employees' knowledge of organisational culture allows them to know the organisation's history and current methods of operation. Secondly, it affords them the opportunity of staying focused and showing staunch commitment to the organisation's philosophy and values. Thirdly, organisational culture, by every standard and measure serves as a control mechanism on employees' behaviour. Finally, careful selection and exhibition of organisational culture promotes great effectiveness and high productivity than the others. By implication, poor organisational culture may lead to the failure of an organisation (Reason, 2016).

Employees' performance may be largely affected by the type of organisation values and the priority sets by companies (McShane & Von Glinow, 2013). An organisation without discipline, for example, may fail in its responsibilities to deal decisively with laxity and laziness from any employees. In a very strong organisational setting, all employees share the same values and thinking that would move in a strong organisational culture, most employees across

all subunits hold the dominant values (Schein, 2010). These values are also institutionalised through well-established artefacts, thereby making it difficult for those values to change (McShane and Von Glinow, 2013). Furthermore, strong organisational cultures tend to be long-lasting; some can be traced back to the founder's values and assumptions. In contrast, companies have a weak culture when the dominant values are short-lived and held mainly by a few people at the top of the organisation. Foster and Kaplan (2011) observed that corporate culture is usually carefully thought out not only to represent the immediate brand of the organisation but to have a sustainable impact and legacy. Emphasis was on the founders of an organisation to have a major impact on its early culture because they have a vision of what the organisation should be. It is therefore very important to know that, there is a strong relationship between organisational culture and employees' performance (Woodside, 2010; Naor, Linderman & Schroeder, 2010).

Organisational culture is corporate culture. It is the atmosphere of shared beliefs and practices in a company. A positive corporate culture has shared beliefs that align with the organisation's mission, whereas a bad or toxic culture often has a large group of unhappy or self-serving employees (Furnham, 2016). Uddin, Luva, and Hossain (2012) argued that organisational culture is inherently connected to organisational practices which in turn influence employees' performance. Rummler and Brache (2012) contend that organisational culture can enhance employees' performance if what sustains it can be understood. Thus, the culture of an organisation acquaints employees with the firm's history as well as current methods of operation that guide employees on expected and acceptable future organisational behaviours and norms. Some theoretical models assert that an effective human resource system is based on supporting values that create a positive impact on employees' attitudes and behaviours which in turn influence their performance (Avey, Reichard, Luthans & Mhatre, 2011).

Organisations intend to enhance performance by influencing the behaviour of the staff. Right attitudes in conjunction with the right behaviour force individual employees to perform, i.e. to act in a way that contributes to organisational goals (Shin, Taylor & Seo, 2012). Performance is defined as synonymous with goal directed behaviour in an organisation (Ones, Jackson, and Dilchert, 2013). The performance of an employee, (i.e. behaviour towards organisational goals), is usually measured in a performance appraisal process (Demartini, 2014). In this process, line managers evaluate the performance of the subordinates in a written report. The special challenge for Human Resource Managers (HRM) is how to force individual behaviour

into an intended direction (Guest, Paauwe & Wright, 2012). This is important because it is not the organisation that performs but the employees (Ones et al., 2013). To get the best out of the employee is to unlock these hidden potentials. It is essential to identify the elements that influence employees' behaviour and causal relations (Alfes et al., 2013). The identification of elements and relations would also allow answering the question of why an application of well-intended HRM practices does not necessarily result in positive employee outcomes. Demartini (2014) noted that not every employee benefit from management intervention.

It is easy to compare employee performance to student performance (Hanus & Fox, 2015). Students who love learning tend to look for learning opportunities inside and outside of school. They do not miss class and they engage with teachers to expand their knowledge and ideas (Salanova, Schaufeli, Martínez & Bresó, 2010). Employees who love being at their job call in sick less frequently, perform better when they are on the job and are more likely to collaborate with other team members or superiors. When employees feel that bosses and managers care about their personal happiness and not only the company's net revenues, loyalty develops. This helps build employee buy-in to the vision of the company, and to set higher goals that have a wave of positive energy behind it. Hence, building a positive company culture does not simply happen. Business leaders need to implement plans to achieve it, sometimes taking time and energy away from short-term revenue and sales goals (Agwu, 2014). One strategy is to review the human resources policy for work hours so that the company can become more flexible without losing employee coverage. Another strategy to consider is to encourage team members to socialise, collaborate and feel more relaxed. Team building and company events outside the workday are other ways to improve corporate culture to engage employees. Adopting a collaborative culture in the execution of organisational activities and culture empowers its employees to exercise greater control/autonomy over their work thus influencing their job performance, commitment, self-confidence and self-esteem (Agwu, 2014).

2.11 TALENT MANAGEMENT STRATEGY

The need for talent and talent management is of paramount importance to every organisation today than before. A landscape need for global skills and talents has re-ordered the quest for skilful hands to fill the limited vacuum of highly skilful personnel (Tansley, 2011). This knowledge also helps to underpin the development of the talent strategy. There has been a significant change in the way that talent and employee engagement are viewed, with an

environment that has been described as consisting of; volatility, uncertainty, complexity and ambiguity, the impact of how large organisations deal with their talent programmes becomes a sacrosanct issue to engage (McDonnell, 2011).

2.11.1 Talent ‘loop’ strategies

Attracting talent: This concern how potential applicants view the organisation and whether they share enough of the values of that organisation (Mandhanya & Shah, 2010). The use of social media is an increasingly important part of the attraction process and knowledge of how the potential of this approach can be maximised is part of the role of the talent professional (Bingham & Conner, 2010). Arif and Uddin (2016: 13) posit that organisations need talents as they can change the current and future performance. It is expected that organisations take initiatives to attract talents as the number of talents in the labour market is limited. Thus, attracting talents has become a challenge as well. Employer branding can be a good way of attracting talents toward the organisation. It is a systematic way of presenting organisations to make it distinctive from others for the potential and current employees. Employer branding is the sum of all efforts from the company to communicate to existing and prospective staff that it is a desirable place to work. The image of the organisation is created by the effects of good corporate citizenship, progressive labour practices, an emphasis on diversity, sponsorship of cultural activities, and pro-environmental practices. Corporate image and company employment image have a significant effect on the intentions of applications. Furthermore, questionable business practices damage organisations image in the markets and create negative consequences; thus, it is unlikely that talented people would show their interest. An organisation’s website contains information about the vision, mission, current activities and future plan that may lure the talents. The content and style of an organisation’s websites can enhance the organisation’s attractiveness which in turn affects the recruitment. Firms need to attract and nurture people who have the competencies and abilities that would contribute to enhancing organisational performance.

Developing talent: This second part of the talent loop consists of the talent management activities designed to maximise the potential of individual employees. Possible development interventions include education to maintain or stretch performance; continuing professional development; formal programmes on leadership and management; coaching and mentoring and development projects (Berger & Berger, 2011). Employee development is an ongoing process of assisting employees on how to perform the work. It is one of the significant functions of

Human Resource Management as employees are critical to an organisation's success. Employee development is an integrated set of planned programs designed to assure that all individuals have the competence necessary to perform to their fullest potential in support of the organisation's goal. A successful employee development results from the balance between an individual's career orientation and needs, and the organisation's mission and vision. Employee development activities include off-the-job and on-the-job training programs, educational programs and seminars, job rotations, self-study materials and mentoring programs. These programs facilitate the improvement of employee capabilities needed for carrying out the daily functions of organisations. Employee development offers various learning opportunities to perform their jobs better which in turn enables the organisation as a whole to enhance performance (Arif & Uddin, 2016: 14-15).

Managing talent: If there is a culture whereby managers care for the development of members of their teams then there is an increasing chance that the organisation would be able to deliver on its objectives (Vaiman, Scullion & Collings, 2012).

Evaluating talent: The final part of the talent loop approach is concerned with the evaluation of talent management processes. This is about the use of systems and processes for tracking talent and the development measures adopted in any talent management initiatives (McDonnell and Collings, 2011).

2.12 TALENT MANAGEMENT STRATEGIES AT THE SELECTED RETAIL STORES

The selected retail stores in KZN undergo a due selection process to select appropriate employees that are appropriate within the culture of the organisation. The organisations also provide ongoing and on-boarding training and development opportunities to the staff and currently, some have their own training academy. They have performance appraisal in place which is conducted quarterly. Also, they have succession planning in place in the organisation.

The organisations have a talent management protocol and promotion process. Since it is a retail business, a lot of the staff are at the operations and stores and they have a protocol called talent management and promotion process, where the store managers have the opportunity to identify potential talent in the business and then they recommend it to the higher authority. Some of the selected retail stores also have what is called occupational adjustment where on a quarterly basis, the organisation identifies people within the business that have a potential to grow and a

lot of them are general assistants because they take them at the lowest rate, and monitor their performances and allow them to grow. All the regional managers started with the organisation from the initial stage at work and work the process to become the regional managers.

Training and development have not been a focus area in the last four years in some of the selected retail stores, so a lot of it is practical experience. They also got the challenge with exponential growth in the organisation where there are not enough people that are trained within the organisation to body another one. There are policies and processes for every function tied to the job description so every new person has a detailed job description. They go for the entire training, get assessed on the training before starting their position and then they body someone to accelerate their training. It is not just 100% practical training rather, it's 50% theoretical and 50% practical until one is well equipped to understand and do their job effectively. They also send the staff for retail management/customer service courses. There is an incentive and bonus every month when staff meets or exceeds their targets. The companies do not hire managers outside the business. People come as general assistants, from there, they train them to do administration work, promote them to administrative managers and some as regional managers to oversee as many as five or six stores. So they develop internally most of the time. They also recruit fresh graduates and expose them to work experience as well as train them for the particular position they want to occupy. One of the selected retail stores has a training programme like a career path at the store level for the employees. It is a certificate programme like Project management, Administration, Cashier offices, Business management and so on, so everyone has a choice to choose what they want to get exposed to. They attend classes and some of those programmes are funded by the company or the government. This is crucial as most of these employees come with basic skills, only matric certificates.

Critical for the success of any organisation is the alignment of the talent strategy with the organisation's strategy. This would provide a foundation on which successful talent management can be built. Talented employees could facilitate building a high-performance workplace; encourage a learning organisation; add value to the 'employer of choice' and branding agenda and contribute to diversity management (Tansley, 2011).

2.13 TALENT POOL WITHIN ORGANISATIONAL MANAGEMENT

According to Gallardo-Gallardo, Dries and González-Cruz (2013), talent pool is an expression used to describe a database with all of your current and potential future job candidates. It is referred to as a place or database where recruiters and HR managers keep all of their top job candidates. Tansley (2011) asserts that there are various ways in which one can utilise talent pools, but these are some of the most beneficial: to keep track of talent that may be better suited for a position at a later date; to save time when hiring needs arise; to ensure the right hire; to have a reserve of qualified candidates when a position needs to be filled quickly; to continuously assess talent needs; to revisit candidates from previous applications.

Debates about building high-quality talent pools are becoming popular, however, there is a need to access what talent pool entails. Building talent pools with qualified candidates is important for many reasons, and some of the most important ones include reducing time to hire, improving the quality of hire and reducing the cost to hire (Minbaeva & Collings, 2013). In a world where data is driving recruitment, these metrics have become extremely important. Imagine if every time you had a job opening, you had a pool of talent from which you can just pick the best one. This is the reason why many recruiters have started building a high-quality candidate database for current and future needs. Cappelli (2011) noted talent pools can be developed using outbound or inbound recruiting strategies, such as; sourcing tools, an outbound way of building talent pools, is one of the most common methods used to build high-quality candidates databases.

2.14 IMPLEMENTATION PROCESSES FOR TALENT MANAGEMENT INITIATIVES

Define employee competencies: Competencies are the integrated knowledge, skills, characteristics and behaviours that employees need to perform a job effectively. To help identify talent, competency programs need careful definition with a focus on the future. Although this talent management process can be regarded as cumbersome to administer and support, identifying employee competencies at the start-up phase is very essential. The process would prove valuable as your start-up grows. In fact, during this step, the capabilities of current members of the organisation have to be assessed, and the future and current capabilities needed are gauged. The gap between the two (if any) is the new talent gap that is required to be filled.

Recruit the right people: An organisation must ensure that individuals with leadership and/or management potential have to be identified, as well as Subject Matter Experts (SMEs) and key knowledge holders. The selection of the right people is a vital step in maintaining a high-

quality talent pool. The starting point is to have a good understanding of any gaps in strategic skills.

Implementing an all-round feedback and performance-management systems: As part of the performance management process, using feedback that draws from multiple sources can yield useful information to establish a benchmark in terms of behaviours and skills.

Support employees with talent development programmes: An organisation must ensure that plans for developing talent within the organisation (either existing or acquired) must be established to prepare for future needs. Opportunities for job rotation as well should be identified, to expose identified employees with unique talents to new experiences. Development programs can be more carefully targeted and tracked to ensure alignment between organisational goal and employee growth.

Retain talent: Once a talent base has been created, it needs to be retained. In order to do so, recognition plans, and reward schemes can be put into place. Identifying talent for development requires not only an accurate evaluation of their current performance, but also their potential to fulfil the requirements of more demanding positions. It is hard enough for organisations to get a handle on measuring performance, let alone potential. Oftentimes performance and potential are confused or considered to be the same thing.

2.15 TALENT AND PERFORMANCE MANAGEMENT

Twenty years have now passed since McKinsey declared the beginning of the *war for talent*, postulating that people, in particular high-performing employees, would become a key asset to organisations, just like their products, services, IP, or brands. In line with this notion, organisations are immersed in what might be described as a war to attract, engage, and retain top talent, and this people-imperative is a critical driver of organisational effectiveness across all types of industries and sectors. The rise of talent management divisions within human resources (HR) departments during the past two decades illustrates the notable impact that McKinsey's premise has had on organisations. Most of the traditional and process-based elements of HR have been automated by technology, making talent management the key strategic initiative of HR, as well as many organisations' formal attempts to win the war for talent (Akhtar et al., 2019: 2).

Despite unprecedented investment in talent and the near-unanimous acceptance of McKinsey's idea during the past two decades, there is no indication that organisations have mastered the art of attracting and retaining talented people, or that they are even getting better at it. Of course, *some* organisations may feel justifiably pleased with their ability to appeal to highly sought-after employees - for example, top Ivy league students, quantitative Wunderkinds, and high-potential leaders. But for every Google, Goldman Sachs, and Amazon, there are thousands of organisations struggling to fill pivotal roles with strong candidates, and even among top Silicon Valley and Wall Street firms, the demand for top talent surpasses supply, at least in the eyes of their talent management departments. And if the most successful organisations in the world have big problems with talent, the situation is even more problematic for the majority of employers, as data from global employee surveys suggest (Akhtar et al., 2019: 2). Akhtar et al. (2019) argue that talent would always be understood in terms of four basic heuristics, namely:

- 1. The rule of the vital few:** As illustrated by Pareto's principle, in any group or collective of individuals, a relatively small proportion of members would account for a disproportionately large amount of group output or performance. These "vital few" may be considered an organisation's "top talent."
- 2. The maximal performance rule:** There is a well-known premise within industrial-organisational (I-O) Psychology that stipulates that the best way to test a person's ability is by evaluating the best they *can do*. Regardless of the talent domain, this so-called *maximal performance* rule would always be useful to identify systematic individual differences in talent or competence. Importantly, people must want to do their best to display their talents, so there is no reason to expect individuals to perform to the best of their capabilities at all points in time.
- 3. The effortless performance rule:** Another classic I-O tenet defines performance as talent + effort. Simple algebra then suggests that, talent = performance — effort. In other words, talented people would generally require less effort to achieve a certain level of performance than their less talented counterparts would. In other words, when individuals exert the same level of effort, performance differences between them would remain, unless they have the same level of talent. By the same token, early manifestations of talent, such as precocious talent, stand out because of their effortless performance.

- 4. Personality in the right place:** A final heuristic that would remain in place for understanding talent in the future is that talent emerges from personality being in the right place. That is, when there is a strong match between people's default predispositions and the characteristics of their respective jobs or roles, their talent emerges as a result, which fuels future career development. In line with this idea, all talent management interventions can ultimately be seen as an attempt to enhance person-job fit, and in turn job performance (Akhtar et al., 2019: 3-4).

2.16 TALENT ATTRACTION AND TALENT RETENTION WITHIN ORGANISATIONS

The components of talent attraction are recruitment and selection, employer branding, employee value proposition and employer choice (Mandhanya & Shah, 2010). Recruitment and selection require that organisations use various methods or techniques for selecting the right talent that reflect the culture and value of that particular organisation (Jones & Jones, 2013). The sources of talented employees can be internal or external. The best way to create a talent pool is the internal sources since the employees have a prior knowledge of how business processes work and can be incorporated directly into the new position and the morale of the organisation (Allen, Bryant & Vardaman, 2010). However, if the organisation wants to introduce radical changes or renew the culture, external sources are the best (Allen, Bryant & Vardaman, 2010).

As talent management has revealed more importance, the selecting activities within hiring talented employees become significant as this is where the company selects new employees - hopefully with a lot of talent. Selecting the right candidate is crucial for the organisation and the candidate as no one wishes to waste time, energy and money. There are several important activities to follow for selecting employees. As a hiring manager one needs to conduct interviews that are legal and based on competencies for the specific job. Background and reference checks are necessary as well as the conduction of relevant tests (Arif & Uddin, 2016: 13).

There are three steps for selecting talent: (1) use pre-screening to select for organisational fit, (2) use behavioural-based interview to ensure job and skill set fit and (3) use peer interviews to ensure cultural fit. The first step is to ensure that the candidate is willing to support the values of the organisation; hence the attitude of the candidate is important. This fit can be investigated

by asking behavioural-based questions. Questions like these investigate the candidate's previous behaviour in given situations. Based on the answers the hiring managers can ensure that the behaviour of the candidate reflects the standard behaviour of the organisation. The second step refers to the activity in step one where behavioural-based questions are used. Besides understanding if the candidate fits the organisation, their job skills can be investigated with the same method and previous episodes are asked about. This would enhance the chances of the hiring managers to figure out whether the candidate is suitable for the job and has the proper talent they are looking for. Often employees have to cooperate in their job functions and this is why there is this third step. This involves having a few of the high-performing employees engage in the selection process of new employees. Having somewhat of a saying also increases the success of the new hire, since they are more likely to support him or her. The final decision is of course still the hiring manager's since hiring contributes to improving organisational performance (Arif & Uddin, 2016: 13-14).

Employer branding includes development of an organisation's image, good enough to attract talented employees. To attract the best, organisational branding is a useful strategy that could be accomplished through careful brand management for competitive advantage in the global market economy (Botha, Bussin & De Swardt, 2011). Without a good brand image, it is difficult to attract and retain the right talents. Highly placed organisations have one characteristic in common, that is they give clear and consistent messages about themselves that translates into a strong pull of relevant talents (Berger and Berger, 2011). Employee value proposition is characterised by the potential employee's perception of the value of an organisation seeking to recruit them (Allen, Bryant & Vardaman, 2010). The employee measure value proposition based on the challenge the job possesses, work environment, training opportunities, flexibility and reputation of the organisation (Schuler, Jackson & Tarique, 2011).

Talent retention on its part aims to take measures to encourage employees to remain in the organisation for the maximum period (Scott, McMullen & Royal, 2012). Here are some important HR practices that can influence the retention of employees in the organisation. First, organisational culture plays a crucial role in retaining employees in the organisation. Second, family and flexible time options can also be considered important factors for employee retention. Third, compensation and recognition are considered as motivation to employees which leads to their retention in the firm. Fourth, career development and promotion

opportunities drive retention. Retaining talented employees is a primary concern for many organisations because of their knowledge and ability needed to enhance financial and operational performance. Improved retention rates are associated with the operational and financial performance of organisations (Arif & Uddin, (2016: 15).

Talent turnover is harmful to a company's productivity because the costs of attraction are high. Direct cost refers to turnover costs, replacement costs and transitions costs, and indirect costs relating to the loss of production, reduced performance levels, unnecessary overtime and low morale (Namusonge, Karanja & Iyria, 2014). Aktar, Sachu, and Ali (2012) define two classifications of retention tools to suffice employee's expectations: extrinsic and intrinsic incentives. Extrinsic incentives include different sorts of monetary rewards that can satisfy employees' physiological needs, while intrinsic incentives refer to non-monetary rewards that can fulfil employees' psychological needs (Uzonna, 2013). The monetary reward is admitted as an essential tool for retaining talent (Aktar et al., 2012). Hameed and Waheed, (2011) further emphasise that an organisation needs to invest in employee retention to be successful. For example, a good compensation package is important in retaining employees, offering an attractive, competitive benefits package with components such as life insurance, disability insurance and flexible hours motivates employees to commit themselves to an organisation (Namusonge, Karanja & Iyria, 2014). Considering the above, a salary offered to an employee should not only be viewed as a sum of money but as a package of remuneration for the payment to serve as a retention factor. Gomez-Mejia, Makri, and Kintana (2010) refer to this as internal and external equity: external equity is the perceived fairness of the remuneration in comparison to how much other employees in the same kind of work are receiving in the same industry; on the other hand, internal equity refers to how an employee perceives his pay to be fair in comparison to another employee who he perceives to be in a similar position within the same organisation.

2.17 TALENT MANAGEMENT, LEARNING AND DEVELOPMENT

Talent development is the process of changing an organisation, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, to achieve and maintain a competitive advantage for the organisation (Bryson, 2018). As businesses continually apply new technologies, new business growth models, and new market strategies, the workforce's up-skilling becomes constant and continuous (Benn, Edwards & Williams, 2014). Understanding strategies for talent retention and development would help organisations to be

successful in operating in the market place hence lead to good organisational performance (Kompaso & Sridevi, 2010). Organisations that practise effective learning and development begin with their employees. This implies that they identify the employees who need learning and development, the level of learning and development they need and the duration during which learning takes place (Senge, 2014). Organisations with first-class learning and development initiatives are excellent in employee improvement initiatives.

In their study, Hlanganipai and Musara (2016: 165-166) identified that benefits like job security and positive financial gains can also be derived from effective training and development constructs. Organisations in the 21st century have recognised that achieving success is dependent on continuous improvements, attracting and retaining bright, high-quality personnel. Consequently, talent management and career management are important from the organisation's perspective and an individual employee's perspective, respectively (Hlanganipai & Musara, 2016: 164).

Bethke-Langenegger, Mahler, and Staffebach (2011) carried out a study on the effectiveness of talent management strategies. The study focuses on four strategic perspectives considering talents and talent management. These include developing talents, attracting and retaining talents, succession planning and corporate strategy. Focusing on the development of talent is equal to making systematic investments in human capital. As a result, the intellectual capital rises and influences not only the current market value but also the future market value. Regarding the organisational outcomes, talent management with a focus on development has a statistically higher significant effect on an employer's attractiveness. This arises because it is apparent that talented workers are looking for career paths, developmental perspectives and challenging work content (Ben et al., 2014). Such organisations communicate their talent management strategy successfully because they reach a high position in the rankings as a preferred employer. Changes observed at the individual level since the implementation of this talent management strategy are statistically significantly higher job satisfaction, performance motivation, and commitment and higher trust in leaders, as employees are given career and development perspectives and goals according to their competencies and engagement levels. Leaders believe in talents and invest in their human capital (Bethke-Langenegger et al., 2011).

The second strategy focuses on attracting and retaining talents. The perceived in-existent effect on company profit is quite surprising. It might be that the costs associated with retaining talents

are rated higher than the benefit itself, which is why the direct impact on profit cannot be valued (Friedman, 2011). Nevertheless, this talent management strategy leads to higher customer satisfaction, which supports the results of earlier studies (Bethke-Langenegger et al., 2011). This might be the consequence of a higher employee commitment pursued with this strategy, what causes, subsequently, long-term customer relationship (Daley, 2012). The statistically highly significant impact on the level of talent shows that identifying the right people and having special programmes to keep and engage them in the organisation raises their work quality and qualification levels. This effect might be due to a progressive accumulation of company-specific knowledge caused by a successfully managed (organisational) learning process (Senge, 2014).

Arif and Uddin (2016: 14) argue that organisations want to have engaged employees in their organisation, which is more than just satisfied employees. If employees are engaged in their job, they possess some qualities such as innovation and creativity, taking responsibility, authentic desire to make the organisational successful and having an emotional bond to the organisation and its mission and vision. Engagement of employees bears great significance for the organisations. Still, different aspects can be used to generalise which activities could be most proper in engaging employees in the organisation. High involvement work systems can impact employees' engagement if the systems are effective and working together. The principles of high involvement contain power, information, knowledge and rewards.

Power for the employees means that they have the power to influence or decide important aspects related to their performance and the quality of their working lives. The rank of power can be from influencing and providing input to having the final authority and responsibility to make the decisions. If employees have the chance to develop and share ideas for improving the performance in the organisation, then it can be effective if good ideas are being used. *Information* is an important aspect of high involvement since the employees must have the correct information and data to be able to perform well. Data like cost, revenue, profitability and customer reactions can be important so employees have the correct information and thereby have the ability to act according to this. The challenge, of course, lies within the managers' ability to share the correct information with the correct employees at the right time. This can be done with a proper information system that must be created. If employees can view the performance from their activities, it can contribute to the organisational performance because the employees know exactly where changes must be made. *The employees' knowledge*

is their ability and skill which they use to act and make decisions. Employees should be trained and developed to be able to make the right decisions for the company. Training these abilities and skills is important for the high involvement of employees hence the engagement of employees. The last principle is rewarding. Employees need to be rewarded if they are making great efforts to change organisational performance. This rewarding is relevant and necessary to give the employees the incentive to use their power, information and knowledge to help the organisation positively. Using these activities may help the organisation engage talented employees so they become more talented to perform their certain job and consequently increase the overall organisational performance. A report published by Harvard Business Review Analytic Services based on a survey shows that 71% of respondents rank employee engagement as very important to achieving overall organisational success (Arif & Uddin, 2016: 14).

The third strategy focuses on succession planning. Talent management, understood as a strategy to meet a company's demand for the right people at the right time and place, has a strong impact on corporate profit (Bethke-Langenegger et al., 2011). This links to lower transaction costs since internal successors can be discovered and introduced to new workplaces more easily than external successors (Bethke-Langenegger et al., 2011). On the other hand, it seems that this strategy accomplishes information flow and reduces the loss of knowledge because established and proven practices can be more easily adopted personally from predecessors, which may also explain the positive impact on talent's work quality. The in-existent effect on customer satisfaction might be because work quality is only one criterion for customer satisfaction and may not be appreciated as much in this sample as a continuing customer-employee-relationship (Merta, 2016).

The last strategy focuses on corporate strategy. Talent management practices with a strong focus on corporate strategy and its alignment with overall corporate goals have a statistically higher significant impact on corporate profit; one that is greater than that of any other focus of talent management practices (Bethke-Langenegger et al., 2011). This might be, for example, because companies aligning their HR activities along a given strategic direction have lower coordination costs and achieve synergy advantages (Boxall & Purcell, 2011). Furthermore, to the extent that changes in the corporate environment evoke a particular talent management response, talent management is finally all about making business strategy work. Therefore, Boxall and Purcell (2011) argue in favour of an accord harmony between corporate strategy

and talent management. The strong impact on organisational outcomes that companies that excel in talent management strategy show, underlines the relevance of this match. Subsequently, the strong strategic focus on one superior goal pursued consecutively with this talent management strategy also explains the higher level of success in achieving business goals. Furthermore, it seems that having clear goals (Locke & Latham, 1990) and being appreciated by the highest corporate level (Herzberg et al., 2008) considerably raises talents' performance motivation.

2.18 CHAPTER SUMMARY

Significant emphasis is placed on human resources and talent management strategy within most contemporary organisations. This approach implies that the conventional means of dealing with employees has changed considerably. Leadership of most organisations is now guided by the responsibility of creating avenues to guide employees toward the attainment of organisational goals. Organisations are meant to develop talents and create an enabling environment for retention. Talent management is about planning and developing systematically employee training, development and education needs. This is to build a competent workforce in realising the vision and mission of the organisation.

Through extensive literature review, this chapter reveals gaps in knowledge in the management of talent within the context of retail stores' performance in South Africa. The adoption of a mixed method in establishing the relationship between talent identification and talent development is limited in research, especially in South Africa. This chapter also espoused the dearth of research on the interlink between components of talent management strategies and components of Community of practice in the retail industry. The limited research on talent management strategies and collective intelligence was also brought to bear. Furthermore, the need to develop a conceptual framework that measures the retail stores performance in KZN was well unpacked.

The demonstration of gaps in knowledge suggests that talent management becomes pivotal to the survivor of the profit of organisation in the modern economic system and within the extremely competitive contemporary business environment. Thus, organisations should take cognisance of talent management based on the fact that the mobility of employees is high across national and international perimeters through talent management. It is uniformly of value that organisations should instruct and retrain their workforce to develop needed talent for global competitiveness. There is a strong correlation between prosperity and talent management,

hence, creating talent management strategies in the face of a rapidly evolving global economy brings to the fore, four critical components: recruiting, assessment, development and retention. While it is pertinent to state that the three interwoven concepts of talent management, community of practice, and collective intelligence are practically germane and share a similar sense of purpose, they also ensure the building and sharing of knowledge and ideas across the board to promote organisational growth and employee development.

CHAPTER THREE

THEORETICAL AND CONCEPTUAL FRAMEWORK

3.1 INTRODUCTION

The previous chapter explored literature on talent management strategies and the performance of selected retail stores. The current chapter seeks to unpack the theoretical and conceptual framework that guides the aims and objectives of the study. From the outset, it is fundamental to understand the concept of theory and theoretical framework. While it is no doubt that the concepts of theory and theoretical framework are closely related, they possess different meanings and implications. To start with, theories are essential assumptions required for understanding our everyday problems. For Newman (2007), a theory is a unified construct that organises knowledge about our everyday existence. In the submission of Corbetta (2003), a theory is conceived as a set of progressively associated assumptions situated at a much higher level of perception from where empirical forecasts can be identified to solve a problem.

Therefore, inferring from the above, a theoretical framework is a structure that encompasses a group of theories. For Grand and Osanlo (2014), the usefulness of a theoretical framework cannot be over-emphasised in research. According to the authors, a theoretical framework is a foundation upon which all knowledge is constructed for a research study. Specifically, a theoretical framework serves the support function of justifying the rationale of the study, the problems that form the issues of the study, aims and objectives and the nature of research questions to be investigated (Grand & Osanlo, 2014). In addition, a theoretical framework provides a structural ground for the literature review, and importantly, the nature of methods and analysis employed in a study (Lysaght, 2011). In other words, the utility of a theoretical framework is sacrosanct in research without which the goal of research cannot be attained.

A conceptual framework is a plane of interconnected concepts that provides a whole understanding of a phenomenon (Jabareen, 2009). On one hand, theoretical framework and conceptual framework are presented to comprehend or describe an abstract phenomenon that takes place under similar situations. On the other hand, a conceptual framework is simply a less developed part of a theory, which comprises statements that connects abstract concepts to empirical data (Rudestam & Newton, 1992). While a conceptual framework is best suited for qualitative research, theoretical framework is best associated with quantitative research (Ngulube, Mathipa & Gumbo, 2015).

3.2 ADOPTED THEORIES FOR THE STUDY

In this study, four theoretical frameworks including Resource-Based, Human Capital, Knowledge-Based and High-Commitment theories are appositely identified and explained to address the research objectives. Importantly, these theories are presented with the clear belief that a single theory might be insufficient to unpack research problems on two different concepts which are the vital cogs of this study: talent management strategies and organisational performance. For instance, the Resources-Based Theory is positioned to understand the different talent management strategies in place. The theory of basic supposition is predicated on how the management of talent can be identified and coordinated for an explicit alignment with other functional programmes in the organisation. In line with this perspective, the theory is employed to understand how the organisation can attain a competitive advantage through its unique resources. The Human Capital Theory is analysed to amass a fuller understanding of the link between talent identification and talent development. The talking point of the Human Capital Theory is centred on the notion that identification and continuous management of talent for organisational performance is related to how the resources are developed through education and continuous training programmes. Similarly, the Knowledge-Based Theory is positioned to uncover how human resources' unique knowledge sharing otherwise referred to as a community of practice, and problem-solving skills can be utilised to identify and manage talent for an increase in firm performance. Lastly, the suppositions of the High Commitment Theory are employed to uncover the relationship between the collective intelligence of employees, talent and organisational performance effectiveness. Put into perspective, the identified theories are discussed with respect to their origin, justifications for inventions, assumptions and their utility to this study, as well as highlights of major criticisms.

3.2.1 Resource-Based Theory

The emergence of the Resource-Based Theory transverse many historical paths beginning from 1957 to date when Selznick first mentioned the world “organisation distinctive competence”. Going forward, Penrose in 1959 deducts an economy theory christened the “Theory of the Dynamic Growth of the Firm” wherein the term Distinctive Competence was defined as an organisational structure through the distribution and utility of resources for performance effectiveness (Day, 2011). Subsequently, the concepts later transmuted to become the foundation of Resource-Based Theory (Teece, 2007). Similarly, in 1984, Wernerfelt being a foremost strategist recommended a resource-based idea that the integration of internal

organisational resources with the external commodity forces can together form a competitive advantage for an organisation. In other words, the internal distinctive resources of an organisation are no less imperative for sustained organisational performance. The talking point of the Resource-Based Theory is the argument that continuous competitive advantage of an organisation is attained by the pool of available unique resources in the organisation (Dollinger, 1999).

Consequently, one significant account of the Resource-Based Theory was the implied meaning of “resources” as anything possessing uniqueness and strength to the organisation (Wemerfelt, 1984). Implying from this, the resources-based theory highlighted the need for an organisation to achieve greater performance relative to other firms operating in similar activities through acquiring and exploiting the potentials of these unique resources at the disposal of the firm. Accordingly, the identification of human resources potential through the identification and management of talent has important implications for the survival of an organisation. In the context of retail stores as applicable to this study, the crux of the Resource-Based Theory contends that the long-term survival and performance of retail stores are conditioned on the uniqueness of their resources and the improvement of this uniqueness over time through developing the firm’s identified talents. In other words, the nitty-gritty of the Resource-Based Theory is that organisations have an array of resources with possible potential. However, the task is to identify those with the right mix of potential through the appropriate talent management policies for continued business performance.

The popular axiom that retail stores face low competent resources that force them to function under severe time, financial and expertise constrictions is not far-fetched. For emphasis, Pil and Holweg (2003) argue for the case of insufficient internal resources as a factor accounting for the vulnerability of retail stores and as a constraint limiting their growth, operation and opportunities for further development frontiers. These issues are often evident in retail stores’ expansion where most of these stores now seem to focus on short-term goals to the detriment of long-term objectives (Fang et al., 2011). In other words, the acquisition of new knowledge potentials can, therefore, become challenging due largely to the constraints of expansion. Thus, the resource-based base theory is positioned to unpack the internal potentials and opportunities available for business growth (Orr et al., 2011). Specifically, the drive of the Resource-Based Theory is to ensure the organisation is controlled and managed by competent employees who are identified through talent sourcing.

Again, the rationale for ensuring the right mix of talents is attracted and connected to the need for organisations to implement workable human resources policies that are capable of motivating and identifying high talents within the organisation. This position corroborates Penrose's (1959) stance on the assertion that the internal forces of the firm remain the most prominent features of the Resources-Based Theory. Other management strategists including Grant (1991) and Miler and Shamise (1996) strengthen Penrose's (1959) position by contending for the role of firm resources as the foundation for a firm's strategic performance. However, this conclusion reflects several displeasures with the previous stagnant industrial organisation functions, where the emphasis was keenly on the relationship between strategy and external environment (Peteraf, 1991). The Resource-Based Theory explains a firm in the expression of the resources that the firm incorporates including the identification and nurturing of talents for organisational growth (Lerner & Almor, 2002). For instance, in the work of Penrose (1959), the condition for the establishment of a firm must not just comprise units or departments, but cohorts of talent mix identified for organisational change and growth. Interestingly, few authors have tended to identify that resources possess attributes that can improve the effectiveness and efficiency scale of the organisation. In support of this, Miller and Shamsie (1996) argue that resources possess some level of competence for the specific need to generate profit for the organisation. In other words, the availability of resources in an organisation should aid in neutralising the firm's competitive advantage. For emphasis, for a firm to be recognised as a high-flyer in terms of performance and competitive advantage, it must endeavour to acquire competent and talented resources that are challenging to imitate other organisations.

Furthermore, the Resources-Based Theory conceptualises resources in terms of tangible or intangible resources. On the one hand, tangible resources include capital and firm's location (environment) while intangible resources include talents, knowledge and entrepreneurship orientation, among others (Meyers *et al.*, 2013). In this instance, the Resources-Based Theory posits that, in a typical imperfect market, there exists a variety of firms with varied specialisations that incite a limited transfer of resources with different magnitudes (Ravichandran & Lertwongsatien, 2005). In other words, the chief catalyst for a firm's growth and expansion can be found right inside the firm that is, firms with resources and superior competences would enjoy the gains of sustaining competitive advantage (Gibbons, 2005).

From the foregoing discourse, the thrust of the Resource-Based Theory assumption is keenly reflected in a firm's ability to achieve competitive advantage by being able to engender a more cost-effective value than the marginal contestant in the product markets (Gibbons, 2005). Again, a firm can be said to have achieved a sustained competitive advantage when it is in the position of creating more of economic value than other marginal firms in a similar trade, particularly when it has become difficult for other firms to duplicate the benefits of this competitive strategy (Song et al., 2005). Particularly, the Resources-Based Theory relies on two fundamental suppositions in explaining how sustained competitive advantage can be attained by organisations. On the one hand, firms possess different shades of resources even as they operate within the same industry (Peteraf & Barney, 2003). In other words, the thrust of this assumption keenly reflects that some firms are far more skilled in the accomplishment of certain activities owing largely to their possession of a unique and talented workforce. On the other hand, the second assumption highlights that these dissimilarities in the uniqueness of resources may long persist due to the non-transferability of resources across firms (Beechler & Woodward, 2009). Barney and Hesterly (2012) argue four conditions for assessing the potential of a resource in generating strategic competitive advantage. They argue that strategic competitive advantage only emerges when resources are valued, rare, imperfectly imitable and exploitable by the organisation. In other words, the firm's resources are valuable when the organisation can develop and implement competitive strategies that could engender increased net profits in contrast to what would have been evidenced without the presence of these resources (Barney & Clark, 2007). However, exploiting a valuable resource is not adequate to achieve a competitive advantage since other firms have the probability of possessing similar features. Accordingly, the second condition argues that resources are rare if they have been controlled by a sparse number of firms (Hunt & Madhavaram, 2012). For instance, if a resource is rare and not valuable, the possibility of exploiting it for competitive advantage becomes strenuous because other firms in possession of this resource could also have the capability of exploiting it (Hunt & Madhavaram, 2012).

In some instances, resources become considerably costly to develop or imitate for competing firms (Beechler & Woodward, 2009). It suffices to argue that firms without these resources cannot acquire them through replication or replacement. Therefore, if a resource is valuable and rare but not difficult to imitate, then exploiting and developing it would lead to a temporary competitive advantage for the firm. In essence, once other available competing firms obtain and develop this resource, most often at a relatively low-cost benefit, any competitive benefit

dispels (Hughes & Rog, 2008). In other words, exploiting resources that are valuable, rare, and imperfectly imitable should lead to a strategic competitive advantage for the firm (Beechler & Woodward, 2009). The last condition according to Barney and Clark (2007) relates to the organisation. The crux of this condition centres on the supposition that as a resource is valuable, rare and imperfectly imitable, the organisation in question must be structurally organised to exploit the full capabilities and potentials of its resources (Beechler & Woodward, 2009). In essence, the challenge of poor organisational procedures, policies and activities may present an adjustment factor that can either advance or thwart a firm from fully realising the benefits embedded in its value.

The utility of the Resources-Based Theory suppositions to the current study is manifold. For instance, the tenets of the Resource-Based Theory that the potential and capability of an organisation's resources are important factors for performance improvement would invariably explain that, in the case of retail stores, where continuous performance would be unhindered, the need for constituting a workforce with robust talent and capabilities cannot be over-emphasised. For instance, the retail stores can restructure their talent hunting mechanism such that they would align with the identification of great talents that are drivers of strategic competitive advantage. No doubt, the majority of the existing workforce in retail stores (with a keen emphasis on the selected case for this study) are lacking the required talents and capabilities required to upturn organisational performance. Frankly, this argument supports the need for retail stores to imbibe the culture of the human resources of attracting valued, rare, and imperfectly imitable workforce. Thus, the Resource-Based Theory maintains that high achieving workers are resources who make better use of the available human resources development initiatives. In other words, the human resources potential of such accumulation on retail stores' performance can directly improve the value of the organisations' strategic competitive advantage.

Put together, many theoretical positions exist for the interpretation of the Resources-Based Theory. Scholars have acknowledged the importance of talent resources for performance effectiveness (Kozlenkova & Samaha (2013). For instance, Kelliher and Reinl's (2009) study on the resources-based view of micro-firm management performance in Ireland shows that although internal resources constraints to micro-firms' performance exist, it is important that these organisations imbibe a culture of attracting valuable resources to their core organisation functions. In addition, the study reveals that knowledge and talent must be utilised effectively

within the micro-firms by developing the critical and analytical skills of workers to sustain and improve the micro-firms' competitive advantage. Kozlenkova and Samaha's (2013) study investigated the Resource-Based Theory in marketing. The study showed that evaluating Resources-Based Theory across varied marketing spheres reveals that the chief motivation for the utility of Resources-Based Theory in the marketing context is tied to the verity that it offers a more convincing framework for incorporating various effects on organisation performance. By implication, the emphasis and effectiveness of talented resources seem more evident in marketing outlets including those in the retail stores segment.

Like any other theory, the Resources-Based Theory also has its weaknesses. One of the main weaknesses of the Resource-Based Theory over time is the stagnant and tautological interpretation (Hazen & Byrd, 2012). For emphasis, some critics have repeatedly highlighted that the Resource-Based Theory is static and as well failed to address the effect of resource effectiveness on organisational performance or how static resources affect organisational strategic competitive advantage over time (Cairns, 2012). Furthermore, the Resource-Based Theory is critiqued on the ground that it seeks to place too much emphasis on the significance of resources as the most imperative factor for organisational growth at the neglect of conceptualising the organisation as a holistic structure with complex feed-back controlled mechanisms (Hazen & Byrd, 2012). Specifically, the theory has failed to synthesis other important elements within the organisational set-up for comprehensive performance output. However, based on its assumptions, the Resource-Based Theory is no doubt a useful construct in this study as it unpacks the understanding and implication of strategic talented resources in improving organisational performance.

3.2.2 Human Capital Theory

The first historical account of the Human Capital Theory began in 1776 and has undergone several reviews up until the end of the 1960s (Sweetland, 1996). Another historical account of the development of the Human Capital Theory is traced to the work of a renewed United States (US) labour economist, Jacob Mincer, who supposedly is cited as the first person to use human capital in a bid to understand the varied wage differentials among Americans in 1958 (Becker, 1972). Accordingly, there are two fundamental justifications for the development of the Human Capital Theory according to Mincer (1958). On the one hand, the Human Capital Theory is conceptualised and understood through establishing a causal relationship between wages and

the individuals' level of education and training attained. In other words, the initial stage of the Human Capital Theory staunchly explained the extent to which the individual earnings could be linked to his or her educational attainment (Biesta, 2008). On the other hand, the second justification centred on how education and training were seen as the most imperative ways through which the workforce can be improved (Biesta, 2008). For instance, this justification captures the narrative that the individual worker did not earn more by chance, but by the return on their education and training investment. Simply put, individual education and training benefits engender more economic returns and benefits to the organisation than individual earning power. Therefore, the thrust of the Human Capital Theory appositely fits the narrative of identifying and managing the individual worker's talents for upturn organisation performance through prompt education and training initiatives.

A more familiar principle of the Human Capital Theory is centred on a complete approach to analyse a variety of human affairs in the light of a particular outlook and suggest policies thereof (Colucci-Gray & Camino, 2011). Education in this outlook is positioned at the centre and considered the source of economic development. The concept of Human Capital is defined as the amount of creative wealth exemplified in labour including skills, knowledge and competence (OECD, 2001). Particularly, it refers to the stock of knowledge or any other acquired characteristics an individual possesses that has consequently contributed to his economic utility (Garibaldi, 2006). Therefore, the Human Capital Theory proposes that the acquisition of education and training increases the productivity and remunerations of individuals'. Specifically, the investment benefits embedded in education are not peculiar to advancing the individual potentials but are also imperative to the economic advancement of the organisation.

The Human Capital Theory is often referred to as the theory of value with an emphasis on investment in the education and development of human resources (Aliaga, 2001). For instance, the theory professed that the return of investment on individual education and training acquisition skills is expected to be much greater than the return on comparable investment in physical capital. In other words, it is expected that if the return on human capital is not greater, then it should be at least equal to the return on physical capital. Consequently, where the return on human capital is not more or equal to the return on the investment in physical capital, the Human Capital Theory corroborates this to an inappropriate investment in human capital (Fielding, 2000a). According to Oketch (2006), return on investment in education and training

can be categorised into two different groups: financial and non-financial returns. On the one hand, financial returns are measured based on the value of the investment, particularly the monthly or annual earnings of the human resources after the acquisition of such human capital investment. On the other hand, non-financial returns on investment explain non-monetary returns on investment in education and other learning and development acquisitions.

Therefore, this study's emphasis on the Human Capital Theory is conceptualised in terms of how the individual worker's talent is identified and developed through education, training and other learning initiatives. Thus, this study focuses on how the human capital captures the individual workers' talent attributes such as knowledge, skills, competencies, experiences and other attributes that the individual possesses that may contribute to the attainment of competitive advantage and performance effectiveness. In other words, the tenet of the Human Capital Theory describes any activity that seeks to increase the quality of the individual worker. Canterford (2009) describes the Human Capital Theory line of assumptions as the individual acquisition of knowledge and skills through education and training. Particularly, the presupposition of the theory accentuates that such knowledge and skills have the propensity to increase the individual productivity level in the workplace. Therefore, it is common for people to invest in education and training to the point where the investment benefits are equal to the investment's costs (Fielding, 2000b). In line with this assumption, it is clear that the reasoning of the Human Capital Theory is to upsurge the human capital by consequently advancing the productivity rate, which in effect brings a higher wage for the individual worker. Based on this logic, it can therefore be reasoned that education and earnings are positively related and thus, education/training should be positioned as a talent development initiative.

The above assumptions are thus anchored on many theoretical positions exuding the link between talents and human capital knowledge, skills and competence. For instance, the acquisition of talent describes the features of the Human Capital Theory through education and training. In addition, while it is no doubt that some individuals possess innate talents, it is equally not out of place to contend that an individual talent could remain latent if education and training are not effectively utilised. The Human Capital Theory is aligned with the acquisition of talent as a precursor for organisational performance. Thus, the adoption of Human Capital Theory in this study is utilised as a road map to understand the importance of education and training as a human capital development initiative on how talent can be identified and managed to increase organisational performance.

Many theoretical positions have been put forward for the explanation of the Human Capital Theory. For instance, scholars have avowed how and why education and training are important criteria for the identification and management of talents (see Brown et al., 2011; Castagnetti et al., 2005). To be sure, apologists of the Human Capital Theory acknowledge that organisational productivity is a characteristic of jobs rather than the attribute of workers. In other words, employers of labour utilise educational qualifications to select workers since a more advanced educated worker can be trained on the job more swiftly at a reasonably lower cost than the less educated worker (Dessus, 1999). By implication, the emphasis on education and training in the leitmotif of Human Capital Theory seems more evident with how talent is nurtured to increase performance. For instance, the place of continuous education and training cannot be over-emphasised for the management of talent. On the flip side, the assumption of the Human Capital Theory is no doubt a useful thesis in the understanding of how talents are identified and managed for organisational efficiency.

Several studies have surfaced in the body of literature showing the nexus between human capital development and talent management strategies. To start with, Bapna et al., (2013) validates that resources learning and development to a great extent impact the productivity of employees in selected Indian information technology companies. The study further exudes a positive relationship between human capital investment and performance effectiveness. Importantly, this can be linked to the verity that employee performance from the perspective of the information technology industry is directly related to improved technological know-how, hence, workers in this sector are fittingly positioned to transfer learning into organisational outcomes. However, some level of caution must be considered concerning other economic sectors. For instance, with respect to retail store performance, the need for employees to transfer learning and talent acquired through human capital development must be carefully analysed with robust consideration of other factors.

Furthermore, Jiménez-Jiménez and Sanz-Valle's (2011) study investigated the influence of investment in learning on organisational efficiency, competitiveness and performance. Findings from their study showed a direct positive relationship between learning, innovation and performance. Similarly, concerning the development of organisations through talent management strategic approaches, Oltra and Vivas-Lopez's (2013) study analysed the impact of education, learning and development on organisational performance with group autonomy

and innovation as talent management strategic approaches. Their study revealed that organisations utilising group autonomy and innovation as capacity-building initiatives tend to be more performance-driven. In other words, the study through empirical findings shows that group autonomy and innovation are important constructs for organisational performance. Therefore, this suffices to conclude that allowing employees to participate in decision-making through industrial democracy and the need to encourage invention is no less crucial for ensuring organisational performance.

Investigating the impact of human capital on organisational performance in the financial sector, Gosh's (2005) study revealed that investment in human capital engendered more return in comparison to return on physical investment. To elaborate further, Gosh's (2005) study appositely corroborates the significance of investment in human capital than other capital, which no doubt defines the overall quality and performance output of an organisation. The above research examined is not far-fetched as it fittingly validates the presupposition of the Human Capital Theory. However, unlike the Resources-Based Theory, the Human Capital Theory also has its criticisms weaknesses. To begin, a great number of scholars have disapproved the Human Capital Theory for being too simple-minded in its exploration of performance effectiveness and have equally contended that education alone is not sufficient to upturn organisational performance, hence the theory has been criticised for ignoring the complement of other variables (Gosh, 2005; Ashiboe-Mensah & Adinyira, 2013). For instance, Levin and Kelly (1994) criticised the Human Capital Theory for overrating the outcome from increased educational qualification while ignoring important factors such as training and other management practices that must be in place for education to upturn productivity.

Second, Sidorkin (2007) critiqued the Human Capital Theory for not considering costs associated with the investment in learner's time and exertion in the acquisition of the educational qualification. In other words, workers who took out time to work rather than acquire more educational qualifications put in more effort than workers on full-time programmes. Similarly, one prominent drawback of the Human Capital Theory is predicated on the theory's inability to justify and provide an unbiased analysis and monetary value for human assets, in the same manner, other physical assets are analysed monetarily (Lajili, 2012). However, notwithstanding the denunciation of the Human Capital Theory, the theory has continued to be an important construct of analysis in the understanding of how talents are

identified and managed through the application of human capital constructs such as education, learning and training for organisational competitive advantage.

3.2.3 Knowledge-Based Theory

The last two decades have witnessed the flourishing of the Resources-Based Theory as an alternative to explaining a firm's competitive advantage with robust interests in the firm's unique resources (Hamel & Prahalad, 1990). However, more recent research exertions have been proffered as an extension of the Resources-Based Theory. In other words, the need to consider knowledge as the most significant resource of the organisation birthed the Knowledge-Based Theory (Grant, 1996). Therefore, the kernel of the Knowledge-Based Theory presupposition is staunchly entrenched in organisations' capabilities to advance new knowledge-based resources that can engender a more competitive advantage for increased performance (Pemberton & Stonehouse, 2000). Specifically, the Knowledge-Based Theory is centred on the foundation that all production input and other sources of value to the organisation are knowledge-driven (Grant, 1996). One of the chief positions of the Knowledge-Based Theory is the need to accrue value to human, social, and other organisational resources ahead of economic and technical resources (Bettis, 1991). Hence, the theory hypothesises that firms that possess a large chunk of organisational knowledge could be described as uncommon and as such are positioned to generate sustaining high returns (Raft & Lord, 2002).

The knowledge-based view of the organisation was specifically introduced by Kogut and Zander (1990) with an emphasis on effective knowledge, information creation and transfer as the sole reason for the existence of an organisation. Therefore, the idiosyncrasies of the evolving and challenging business environment in which companies operate mandated the need for internalisation of activities due to the benefits attached to coordination and complementary activities within the same firm. For Kogut and Zander (1990), knowledge is entrenched in the established principle of how employees interact and associate with each other in the organisation. In other words, social relationships which are affected by retail stores' business configuration are no doubt an efficient element of knowledge transfers and growth within the organisation (Choi & Lee, 2003). Accordingly, the Knowledge-Based Theory proposes that the more employees are organised with advanced knowledge within the organisation, the better-advanced innovation would strive in the organisation. To support this, Grant (1996) confirmed knowledge as the most valuable resource of any organisation. The coming together of employees with common goals with the aim of providing a solution to a set of organisational

problems is referred to as “community of practice” (Wenger, McDermott & Snyder, 2002; Scarlat & Maries, 2010). Community of practice emerged as a measure to complement existing organisational structure through knowledge sharing and learning (Scarlat & Maries, 2010).

For instance, in highly competitive market conditions, it is not unlikely that market position alone would not engender competitive advantage, rather the consideration of employee’s knowledge and capabilities is an important factor for attaining competitive advantage. Therefore, the integration and transfer of knowledge and not knowledge in itself are important sources of competitive advantage for an organisation. To put this into perspective, developing employees’ knowledge through training and effective interpersonal relations is a crucial tool for the effective management of talent.

The above explanations anchored the Knowledge-Based Theory on knowledge as the key resource to attain organisational competitive advantage (Nonaka, 1991). Therefore, successful firms are those that possess the ability to religiously create new knowledge, circulate it throughout the organisation and specifically embody it in the new technologies and products of the organisation (Carayannis, 1999). Similarly, many organisations have come to terms with the reality that to attain efficacy and effectiveness in today’s dynamic business world, it is significant for them to become knowledge-driven organisations (Carayannis, 1999). However, only a handful of the present-day organisations have a fuller understanding of this and how to implement the necessary changes towards achieving it. Particularly, the most common error organisations commit is conceiving that the advanced the knowledge content of their products, the close they are to being knowledge-based organisations (Osterloh, 2000). In contrast, however, it is needful to construe that organisations’ products and services are only interpreted as the visible and tangible reality of the organisations that have been presented to the general public (Ketokivi & Schroeder, 2004). The main reality that gives access to competitive advantage is tied to the intangible assets of the organisation; the knowledge of the human resources (Ketokivi & Schroeder, 2004).

From the foregoing suppositions, it is appropriate to assume that the possession of human resources knowledge as an intangible resource remains the greatest asset of an organisation. For illustration, the productions and services offered by an organisation to the general public/clients are built on the knowledge and competencies of the human resources that made up the organisation workforce. In light of this, a reasonable number of the organisational

workforce with robust knowledge and competency remain the drivers of increased organisational effectiveness and performance. In the context of retail store performance within which this study is situated, it would not be out of place to confirm that the greater part of the retail store work structure comprises mostly sales representatives who are placed to sell both the organisation image and products to clients. Hence, the acquisition of knowledge-based skills and competencies becomes sacrosanct for the realisation of organisational end goals. This position is vindicated since human resources remain the most important assets of the organisation and their possession of competitive knowledge is one of the fundamental assets an organisation can utilise to gain a competitive advantage.

Researchers in the quest to understand how knowledge can transmute to increase a firm's performance distinguished between explicit and tacit knowledge (O'Dell & Grayson, 2008; Zack, 2009). On the one hand, explicit knowledge comprises facts, laws and theories with documented evidence where appropriate (Sanchez, 2017). Particularly, explicit knowledge reacts to questions relating to know-how and is more theoretical in orientation (Nonaka & Takeuchi, 1995) in contrast to tacit knowledge which explains more of how practical knowledge relates to know-what knowledge kind of question (Sanchez, 2017). On the other hand, tacit knowledge is more cumbersome to transfer and is likely to be obtained through imitation and observation and allows for the transfer of skills to and between employees in the organisation (Mason, 2010). Again, scholars have argued that tacit knowledge is more significant than explicit knowledge owing to the difficulty of imitation (O'Dell & Grayson, 2008; Sanchez, 2017). However, given the explicit distinction between these two cogs of knowledge, it is not out of place to argue that an organisation with a component of retail activities desires the tacit knowledge for continuous competitive advantage. For instance, an organisation (s) desirous of competitive advantage must be dedicated to advancing the tacit knowledge of its workforce through consistent monitoring and management of their talent. This perspective can ensure that the skills and competence of employees attained through tacit knowledge do not only become employee repertoire of talent but also become difficult to imitate by other competitors.

However, for a fuller understanding of the knowledge-based theoretical assumptions, scholars have overtime professed three kinds of knowledge capacity building at the level of the organisation that could engender strategic differentiation and competitive advantage; these are knowledge acquisition and creation, capture and storage and, diffusion and transfer (Lee et al.,

2005). To begin with, the earliest step to firm performance commences with the knowledge acquisition and creation stage. For instance, the organisation's capacity to be open-minded and responsive to environmental changes has the propensity to engender new knowledge from two distinct perspectives; exploration and exploitation methods (Sanchez, 2017). Exploration refers to the introduction of new knowledge through vivid observation of environmental changes while exploitation connotes existing knowledge that can be applied to new work practices (Hoetker, 2005). Consequently, knowledge creation occurred when an employee or group of employees is said to have gained tacit or explicit knowledge (Hansen, 1999). In so doing, the talking point of this stage of knowledge capacity building is predicated on the assumption that, in as much as the organisation keeps in touch with the culture of knowledge creation, employee's talent would no doubt become non-imitable and consequently serves as a competitive advantage for performance effectiveness.

The second stage in the knowledge-based capacity building comprises knowledge capture and storage. With the acquisition and creation of knowledge in the first stage, this stage accentuates what knowledge is required, how it should be captured and stored for effective retrieval whenever it is needed (Hoetker, 2005). Hence, the identification and management of talent describe this stage of knowledge-based building. For instance, to attract talent that is not imitable, an organisation must endeavour to capture new knowledge and have it stored for use, especially during an economic downturn. In other words, old knowledge has to be cast off, otherwise, it could result in confusion while also limiting the organisation's ability to retain new knowledge to meet up with the trends and demands of changing market environment (Alvarez & Barney, 2001).

According to Lee et al., (2005), the last stage of knowledge-based capacity building includes the diffusion and transfer of knowledge. In this phase, actions and decisions are made for the transfer of knowledge to other groups of workers (Balogun & Jenkins, 2003). However, at the knowledge diffusion stage, knowledge generation is expected to be attained. For instance, Argote and Ingram (2000) acknowledged that knowledge diffusion can unearth an unpleasant outcome for an organisation if the process is not executed. On the other hand, the transfer of knowledge saves time and individual employees comprehend the transferred knowledge differently and distinctly (Balogun & Jenkins, 2003). Therefore, individual personality becomes fundamental and sacrosanct in the transfer of knowledge, especially to maintain a robust pool of talented workforce required for upturning organisational performance. Aligning

this position to the retail sector, it is evident that for a retail store to maintain consistent performance, the process of identifying and managing talents must be explicitly aligned with individual differences.

Several studies have been conducted explaining the interplay between employee possession of knowledge and the firm's performance (Alvarez & Barney, 2001; Kaplan et al.2001). Kaplan et al.'s (2001) study investigated the impact of knowledge creation, integration, imitation and protection on the firm's performance. Their study concluded that knowledge creation has a more vociferous impact on a firm's performance, among other knowledge constructs. Again, Alvarez and Barney's (2001) research has added to the gamut of available studies on the interlink between knowledge-based theory and performance by proving that the differences in a firm's performance stem from its ability to identify and apply knowledge for competitive advantage while Lee et al. (2005) identified that the possession and the right mix of knowledge is likely to engender more firm competitive advantage in the long run. In another related study, Cohen and Levithan (1990) measured knowledge absorption and concluded that employees' absorptive capabilities have a significant positive relationship with performance through innovative work practices.

While it is no doubt that organisational learning has over time been positioned as a basic component for attaining sustainable competitive advantage, Osterloh (2000) however advances a more dynamic view of the Knowledge-Based Theory and contends that the ability of the firm to learn, adapt and grow its capacity base through effective knowledge monitoring and talent management is fundamental to achieving sustained competitive advantage. Following this study, close observation of trends and activities of today's retail businesses is a clear case of business ventures who practically have lost touch with the need for effective employee capacity knowledge building and management of talent. While this is not far-fetched, the supposition of the Knowledge-Based Theory is keenly motivated for this study wherein talent can be unearthed and managed through knowledge identification between and among employees for consistent firm performance.

However, despite the continued utility of the Knowledge-Based Theory as a theoretical explanation of the firm, many drawbacks have equally been chronicled in literature. Grant (2002) contends that the Knowledge-Based Theory is still nascent and as such still in its build-up stage. Grant (2002) critiques the theory on the ground that it is still a set of concepts about

the working of the firm than a unified theory in the real sense of it. In other words, other scholars have equally highlighted that the Knowledge-Based Theory is laden with numerous vagueness in the explanation of its key concepts such as knowledge assets and capabilities (Zack, 1999).

On the other hand, the Knowledge-Based Theory has also been critiqued for being too simplistic. For instance, the contention regarding the explanation of individual knowledge (Boisot, 2002). In other words, researchers have questioned the fact that individual knowledge is not possessed by the organisation (Jeong, 2010), hence, the knowledge of the individual cannot be adjudged to engender sustainable and competitive advantage for the organisation (Boh, 2008). This drawback has further stretched that since the individual employee is likely to be transferred or exit the organisation, then, the knowledge would no doubt exit with the employee (Bolton & Lane, 2012). Similarly, on the question of how employee knowledge can contribute to the increased performance of the organisation, the Knowledge-Based Theory has been criticised that even when it is obvious that individual employees are enthusiastic about pouring out their knowledge for the growth of the organisation, this does not still suffice to engender expected results (Jeong, 2010). Therefore, the theory chief denunciation is the verity that employees' knowledge and talents are not enough to surpass the complex economic demands of an organisation.

3.2.4 High Commitment Theory

The High Commitment Theory (HCT) was first popularised by Waston (1985) as High Commitment Model and later by Lawler (1986) as High Involvement Management. The emergence of HCT was particularly on the notion that relevant human resource practices including talent management, knowledge-sharing and workgroup advance individual performance on the job, and consequently influence organisational performance (Wood, 1999). HCT became prominent owing to the continuous changes and improvements in technology, a necessity for all organisations to remain competitive amidst the increasing threats of globalisation (Wood & De Menzes, 1998). In other words, HCT assumptions can be fittingly employed to understand the debates about whether talent management is concerned with the management of the talent of high-profile employees or the general management of all employees (Al Ariss, Cascio & Paauwe, 2014). Consequently, the High Commitment Theory suppositions are linked to how all human resources practices can enhance organisational effectiveness through creating an interesting work environment, where employees'

involvement in the decision-making process of an organisation is high, and improved efforts are made for the employees to freely associate in order to provide solutions to organisational problems, to achieve organisational set goals (Mostafa, Gould-Williams & Bottomley, 2015; Whitener, 2001). Specifically, the emergence and grouping of employees with common goals and high commitment potentials have been argued as a solution to the myriad of organisational problems (Wenger, McDermott & Snyder, 2002; Scarlat & Maries, 2010).

Commitment has been largely defined by different studies as a sacrosanct factor required to increase employee's innovative behaviour and talent (Kehoe & Wright, 2013; Agarwal, 2014). For instance, Kehoe and Wright (2013) highlight that the commitment of employees towards the organisation, includes the desire to and enthusiasm to see the company progress. In other words, employee's commitment connotes the effective utility of all human resources practices, with the merger of employee's skills, attributes, and potentials. Hence, several studies have argued that organisational performance would only ascend if these human resource practices and employees' potentials complement each other (Uen, Chien & Yen, 2009; Prieto & Pérez-Santana, 2014).

For Pfeffer (1995), human resource best practices are based on the belief that the effectiveness of human resource practices is an important indicator for improving employees' talents and skills. Making sense of this narrative, it is not far-fetched to assume that an employee's talents and skills are crucial success factors for any organisation. Specifically, it is interesting to affirm that high flyers and committed employees within the structure of an organisation are those in possession of scarce skills and talents. For instance, it is reasonable enough to conclude that an employee who is perceived as not having more of the required skills and talents to upturn the performance base of an organisation is a low commitment worker. Thus, the role of organisational high commitment practices cannot be over-emphasised for organisational performance effectiveness. Similarly, achieving highly committed and talented employees is greatly grounded in collective organisational responsibilities. For instance, it is impossible to design and structure individual talent and skills to suit every organisation (Wright, Gardener, Moyinihan & Allen, 2005). For emphasis, studies have investigated possible contributions of HR practices and found out that no single individual potential and talent is fitting for an organisation, except when the pool of the talent is identified and utilised collectively as drivers of organisational performance (Prieto & Pérez-Santana, 2014; Niu, 2014). To put this into perspective, managing employees' talents consists of the diverse organisational functional

responsibility for effective identification and selection of a highly committed workforce. Other similar studies include Chiang, Han and Chuang's (2011) study on the categorisation of human resource practices' high commitment. The study found low-cost human resource practices on operational efficiency. In other words, achieving high commitment human resource costs requires individuals with scarce talent and a clear understanding of the job descriptions they are employed to execute. Wood (1999) linked organisational commitment with other attributes considered desirable for modern business practices including a high-level quality consciousness, open-mindedness and willingness to change. Chiang, Han and Chuang (2011) found that high commitment human resources practices were positively related to perceived organisational support; while perceived organisational support was linked to organisational trust and commitment.

The benefits of employees' commitment to organisational survival are multi-fold. For instance, an employee's commitment has been proven to increase the organisation's performance owing to the improved process and the quality of skills and talents tied to such commitment (Burton & O'Reilly, 2004). Furthermore, the high commitment work system could guide an employee's efforts to achieve organisational goals in a more beneficial environment (Uen, Chien & Yen, 2009). This expressly explains an employee's willingness to invest a reasonable part of their talents and skills to achieve high performance, since their contributions are valued by the organisation. In other words, such high-commitment disposition to the organisation would no doubt shape the employee's behaviour and attitudes by engendering a feeling of responsibility to recompense the organisation for its commitment to the development of talented employees with a much stronger desire to ensure the organisation prospers (Prieto & Pérez-Santana, 2014).

To put this into perspective, the assumptions of the High-Commitment Theory are no doubt a useful construct in understanding how high-commitment, talented employees with the required potential can upturn the performance base of the organisation. In essence, the theory is positioned to understand how employees' collective intelligence and talents influence organisational performance. Precisely, the theory is mirrored through how employees' collective commitment, intelligence and talents contribute to organisational sustainability.

3.3 MANAGING TALENT USING THE SYSTEM DYNAMICS MODEL

Sterman (2001) opines that the fundamental principle of system dynamics is that it examines the structure of talent management initiatives for efficiency. In complex systems, different

people placed in the same structure tend to behave in similar ways. However, people have a strong tendency to attribute the behaviour of others to dispositions rather than situational factors or to the system in which these people are embedded. Sterman (2002) mentioned that part of the prerequisite of system dynamics is to expand the boundaries of our mental models, to lengthen the time horizon we consider so we can see the patterns of behaviour created by the underlying feedback structure in addition to the most recent events.

Table 3.1 A comparison of the Different Sources of Knowledge in System Dynamics

Formal/Mental Modelling	Written Modelling	Numerical Modelling
Requires more precision than conceptual modelling.	Written knowledge descriptions have the advantage of being codified and more widely accessible than mental model data.	Forrester sees numerical data as being the narrowest of the three knowledge forms in scope and lacking in supporting contextual information about the structure that generated the numerical data.
Requires developing system component structures (e.g. Stock and flow diagrams) from conceptual models specifying numerical estimates of parameters and behavioural relationships.	Written knowledge is limited by the richness it can describe, the inability of the modellers to query written knowledge to test, expand and understand it beyond the text and being filtered and biased during codification.	However, according to Homer 1996; Sterman 1984; Forrester and Senge, 1980, numerical data is critical for estimating specific parameters for modelling, establishing patterns of behaviour and for some forms of model testing.
Mental models are vast in scope and have a richness of information available.		

Source: Adapted from Ford and Sterman (1998)

3.4 KNOWLEDGE-BASED THEORY AND TALENT MANAGEMENT STRATEGIES

The knowledge-based theory holds the view that knowledge is the main strategic resource that if well managed, enables an organisation to create value from its production (Crook, Todd, Combs, Woehr, & Ketchen, 2011). In the same way, the adoption of strategies in talent management is geared towards the attraction, development, and retention of knowledge-based assets for organisational performance. Ghazi and Edien (2015) argued that the implementation of various activities or strategies by an organisation to create value is known as knowledge management. The essence of adopting knowledge management or talent management approach is to create knowledge cognition, individually or collectively (collective intelligence) for effective and efficient organisational performance (Fachrunnisa, Adhiatma & Tjahjono, 2018). Furthermore, knowledge-based theory is associated with HR talent management functions. For example, Tasselli, Kilduff, and Landis (2016) contended that talent-based HRM is a process of recruitment, selection, training, and development for organisational performance, and the purpose of knowledge-based approach is the attraction of the right people in sharing and using of information (collective intelligence) to enhance organisational performance (Fachrunnisa et al., 2018). Therefore, the adoption of knowledge-based theory in explaining the concept of talent management strategies is justified. Moreover, both concepts assume the role of human capital development for organisational performance. This assumption is premised upon the fact that cognitive collective engagement or collective intelligence is influenced by knowledge-based approach (Fachrunnisa, Adhiatma & Tjahjono, 2020). It is therefore understandable to empirically examine the mediating effect of collective intelligence between talent management strategies and retail stores' performance, and the impact of talent management strategies on retail stores' performance.

3.5 HUMAN CAPITAL THEORY AND COLLECTIVE INTELLIGENCE

The human capital theory is firmly grounded in the ideology that the acquisition of knowledge provides future gain or income (Peters, 2021). According to human capital scholars, investment in education assures future prospects or benefits (Mincer, 1958; Sweetland, 1996). In similar vein, collective intelligence is designed as a posthuman project to improve human capital (Jandric, 2020). Collective intelligence has been approached as a creative concept of human

capital development (Peters, 2021). It involves the engagement of intellectual or talented employees for knowledge sharing and problem-solving attainment (Secundo, et al., 2016). The process of knowledge sharing in CI aligns with the acquisition of knowledge in HC for future benefits. Further, in HC, the acquisition of knowledge is seen as an investment for future prospects, knowledge sharing in collective intelligence is initiated toward the achievement of organisational goals and objectives (Shayanipour et al. (2017). Therefore, collective intelligence is a human capital tool for talent development and organisational performance.

3.6 RESOURCE-BASED THEORY, TALENT IDENTIFICATION AND TALENT DEVELOPMENT

Resource-based view holds that the strategic management of resources relies on the efficient use of these resources, as well as the structure and appropriation of resources for organisational competitiveness (Truyens, De Bosscher, Heyndels, & Westerbeek, 2014). Dollinger (1999) stated that continuous competitive advantage of an organisation is attained by the pool of available unique resources in the organisation. Studies have shown that the most important resource of any organisation is the human resource (Tansley, 2011; Wiblen, Dery, & Grant, 2012). This suggests that organisational performance or success is a function of the unique quality of its employees (resource). The resource-based theory emphasises the need to attract pool of talented employees for the competitive advantage of the organisation (Uddin & Arif, 2016). The resource-based assumption better explains the importance of talent identification and talent development to get the right people (resource), with the right skills for organisational performance.

It is worthy of note that, for organisation to maintain a resource-based or pool of talents, it must satisfy the effective process of recruitment, selection, training and development (Ghazi & Edien, 2015). Attracting quality resources requires a strategic organisational process. For instance, talent identification (recruitment and selection) must precede talent development (training and development). Studies have shown that poor implementation of talent identification and talent development process leads to weak organisational performance (Kock & Burke, 2008), and an inability to retain key talents (Koketso & Rust, 2012). Further investigation has been suggested to comprehend the interlink between talent identification and talent development in relation to organisational performance (Koketso & Rust, 2012).

3.7 PROPOSED CONCEPTUAL FRAMEWORK OF THE STUDY

According to Shields and Rangarajan (2013), a conceptual framework explains the researcher's understanding of not only how the research problem can be analysed, but more significantly how the best relationship between two or more variables can be explored. In other words, it is construed as a set of ideas, suppositions and principles that support and guide the research process (Miles & Huberman, 1994). Specifically, the arrangement of a conceptual framework typically assumes different sub-constructs describing the main variables and how they are related to a depiction of a diagrammatical representation (Miles & Huberman, 1994). Therefore, the conceptual framework shown in Figure 3.1 was developed from the extant review of literature showing the linkage and connection between and among variables. From the conceptual framework, talent management strategies (TMS) are indicated as the independent variable with three sub-constructs including talent identification, talent development and communities of practice. The mediating variable is collective intelligence, while the dependent variable is retail store performance.

The conceptual framework explains an understanding of how collective intelligence mediates the influence of talent management strategies (TMS) on retail store performance. Specifically, the framework is interpreted based on the assumption that talent management strategies (TMS) can only influence retail store performance with mediating effects of employees' collective intelligence such as innovation and product development initiatives. The conceptual framework is explicated on the ground that achieving retail store performance is not solely predicated on the effectiveness of talent management strategies (TMS), but more related is the concern of employee's innovativeness and the brand image of the retail store products in the competitive market. The path analysis of all the constructs as shown in Figure 3.1 are statistically tested with Smart PLS 3.3.

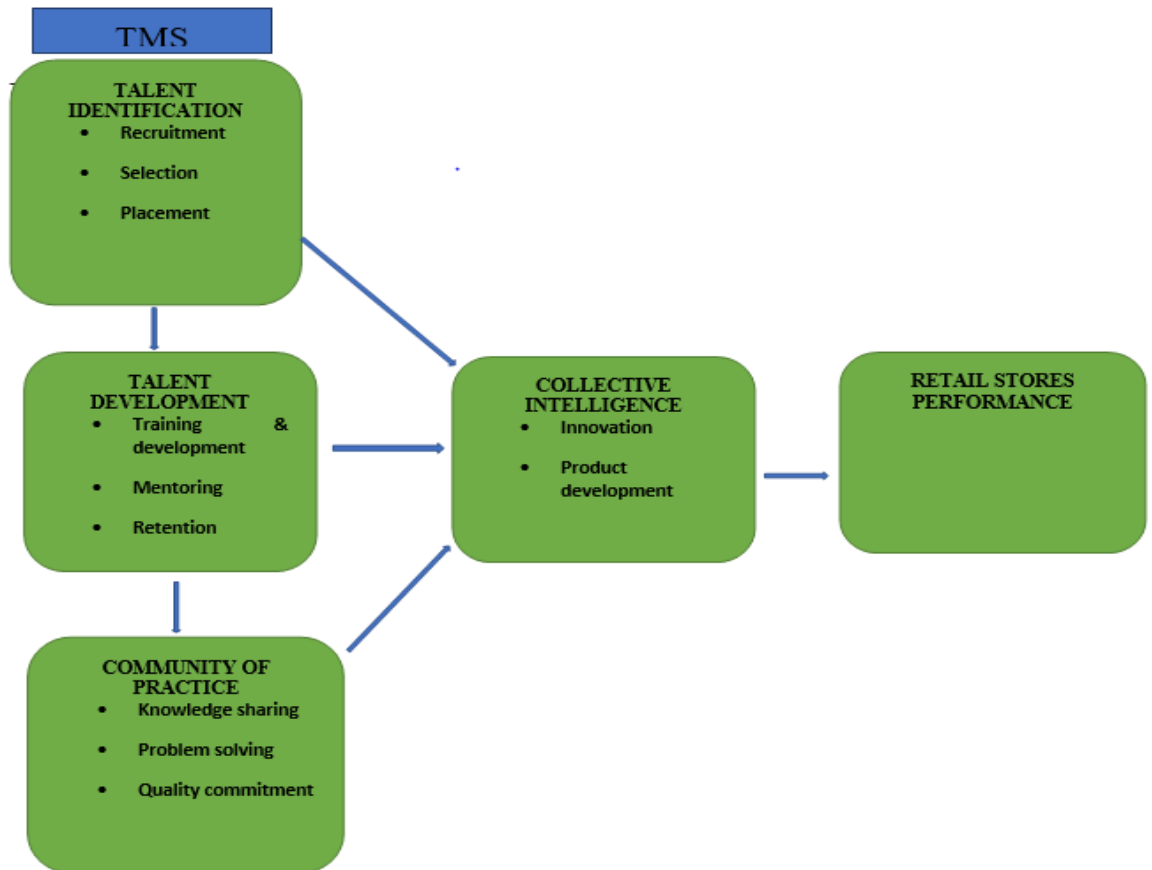


Figure 3.1 Conceptual framework to measure talent management strategies and performance

Source: Researcher’s compilation

3.8 CHAPTER SUMMARY

In this chapter, four relevant theoretical frameworks related to this study have been discussed. These theories were carefully identified and reviewed considering the relationship between variables and the research objectives. However, each of the theories was appositely reviewed to address each segment of the study. On the different talent management strategies in place, the supposition of the Resource-Based Theory was considered relevant in addressing this research objective. The Resources Based Theory maintains that the identification of human resource potentials for the overall survival of the organisation dovetails with the range of talent management strategies in place. However, the shortcoming of this theory was its over-reliance on resources as the most significant factor required for organisational performance at the expense of other important factors.

With regard to talent development, the study adopted the Human Capital Theory to achieve the research objective speaking to the influence of talent development on communities of practice.

For this theory, the Human Capital Theory was utilised to show the significance of education and training in an effective community of practice such as effective knowledge sharing, problem-solving and quality commitment of workers. Again, the Human Capital Theory was critiqued for overestimating investment in education while perpetually ignoring the significance of other factors such as training and other salient management practices that must be instituted for the impact of education to reflect on organisational productivity. The emphasis on the utility of the Knowledge-Based Theory was to understand how the identification and management of employees' talents can transmute to a community of practice which, may enhance the collective intelligence and retail store performance. Again, the Knowledge-Based Theory was criticised for over-stretching an individual employee's knowledge, particularly on the ground of what ensues when an individual possessing scarce workplace knowledge exits the organisation. Put together, the theories have all been justified in relation to their utility to the current study. Lastly, the High-Commitment Theory was reviewed to understand the nexus between collective intelligence, talent management and organisational performance. The next chapter presents the research methodology adopted in this study to explore how talent management strategies influence retail store performance.

CHAPTER FOUR

RESEARCH METHODOLOGY AND METHODS

4.1 INTRODUCTION

This chapter of the thesis is devoted to the explanation of basic concepts employed in ensuring appropriate methodology and methods of the study are fittingly chosen, in order to engender answers to the research questions. It is important to mention that the concepts of methodology and methods are two distinct research processes, yet they are interrelated. Based on this observation, it is the task of this chapter to expressly establish the distinction between these two concepts to provoke a clearer understanding as utilised in this study. In other words, this exertion intends to clear the ongoing controversy about the meaning and implication of these two concepts. To start with, research methodology is conceptualised in terms of the entire procedural steps employed in the conduct of research. It explains the approaches and processes espoused commencing from the design of a study to data collection, and how the data are analysed (Saunders, Lewis & Thornhill, 2016). Research methodology is therefore a procedure for answering the questions of ‘why’, ‘how’ and what in a study. While this is clear, the process for providing answers to these questions through an organised process does not come by happenstance, rather it also involves the application of basic research tools. Thus, research methods, on the other hand, explain the description of research tools such as research instruments, the procedure for data collection and the tools employed in the analysis of the collected data (Wilson, 2010). The research methodology employed in this study to achieve the main objectives of this study was guided by Saunders et al., (2016) research onion presented in the next section.

4.2 RESEARCH ONION

The research onion of Saunders, Lewis and Thornhill (2009) was found appropriate to structure the methodology chapter of this study. In other words, this is adopted to enable the evaluation of the strengths and weaknesses of the various methods, in order to justify the appropriateness of any chosen methods for this study. To put this into perspective, this is to ensure that the appropriate research approach is employed to measure talent management strategies and performance of the selected retail stores. Therefore, themes such as research philosophies, approaches, research design, sampling techniques, instrumentation, and data collection and

analysis are expressly mirrored from the Saunders, Thornhill and Lewis (2016) research onion paradigm in Figure 3.1 below

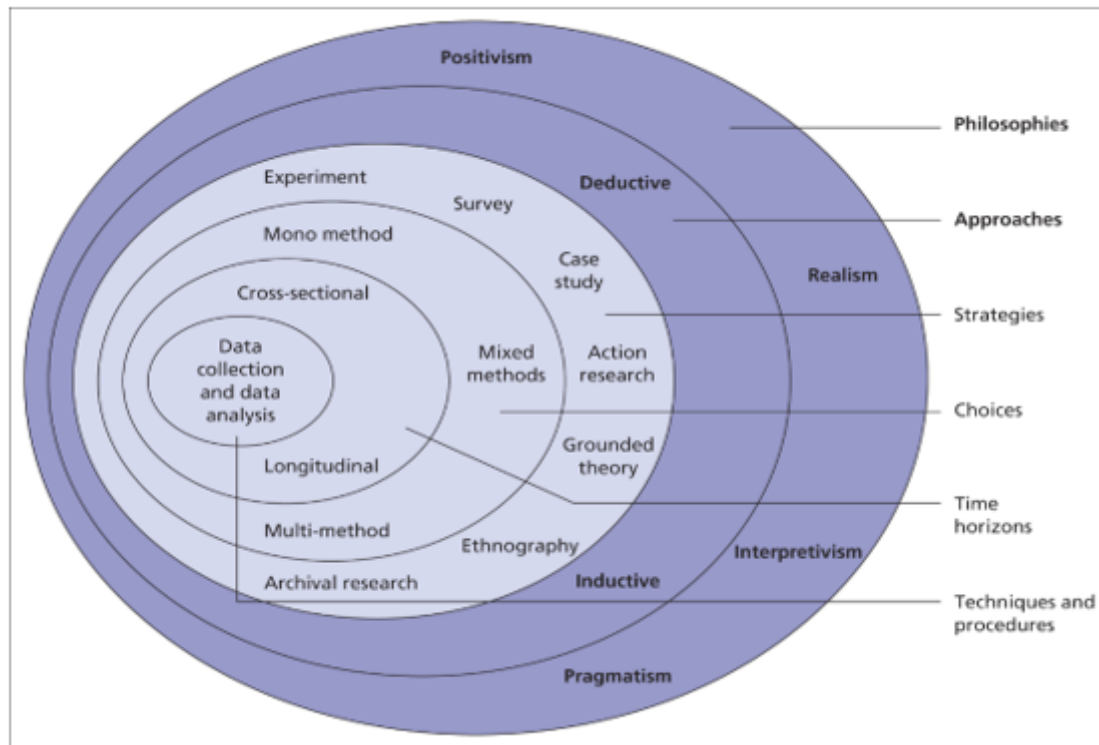


Figure 4.1 Research onion

Sources: Adopted from Saunders, Lewis and Thornhill (2009)

Each element of the Saunders et al. (2009) research onion is discussed in the sub-sections below.

4.2.1 Research philosophies

Research philosophies are contextualised as significant worldviews or roadmaps adopted in a study (Saunders, Lewis & Thornhill, 2016). In particular, the worldviews inform and direct the nature of the methodological approach and tools that best suit a study. In other words, research philosophy is guided by the knowledge and question of what the investigator seeks to study, and the procedural steps to employ in examining this phenomenon (Wilson, 2010). There are four known research philosophies commonly utilised in management and social sciences research including positivism, realism, interpretivism and pragmatism (Saunders, Lewis & Thornhill, 2009). However, the adoption of any of these research philosophies greatly depends on what we are investigating with particular emphasis on the research approach (Saunders, Lewis & Thornhill, 2009). For instance, while research philosophies including positivism,

realism and interpretivism relish only one research method; that is, either of the quantitative or qualitative method, the pragmatist philosophical assumption enjoys the blends of two research methods (quantitative and qualitative) (Saunders, Lewis & Thornhill, 2009; Creswell, 2009). In other words, a pragmatist philosophical stance appreciates the universe as a diverse sensation needing mixed solutions to its several challenges (Johnson & Onwuegbuzie, 2004).

4.2.1.1 Research philosophy adopted in this study and justifications

Pragmatism as a research philosophy was found appropriate to achieve the objective of this study. Pragmatism reflects a sharp departure from these assumptions as it seeks to understand social problems with the application of several research methods (Freshwater & Cahill, 2013). In other words, the pragmatist research philosophy integrates and merges both the objective (observable) and subjective (reality) assumptions to understand social problems from diverse world views. This is sufficient to contend that the pragmatist research philosophy staunchly embraced the mixed methods research approach, where quantitative and qualitative data are collected to provide sufficient research outcomes (Bishop, 2015). Therefore, to have a comprehensive understanding of events in our social world, the application of mixed-methods becomes the most desired approach. However, the appropriateness of choosing a preferred research philosophy greatly depends on the study research questions (Bishop, 2015).

Reflecting on the major assumptions of the pragmatists, and with the knowledge that the most appropriate means of understanding the varied social problems confronting humans is the application of different research methods, then, the utility of mixed-methods becomes the most desired of all the research philosophies (Creswell, 2013). For instance, many of the managerial problems confronting organisations, in this era of increased competition and job automation stem from diverse worldviews, and such problems can only be solved while applying mixed solutions. Again, the advocacy for a mixed solution to the varied problems in our social world necessitates the utility of multiple methods of data collection and analysis to solving social and managerial research problems, with the implication that any bias in the use of a single method can be addressed by the other method (Leech & Zoran, 2009). To be precise, the application of the pragmatist research philosophy in this study, where both quantitative and qualitative data are elicited to answer the mixed research questions justifies the mixed research methods adopted in this study.

More specifically, the rationale for adopting pragmatism for this study stem from its benefit of allowing a researcher to develop a holistic approach for data collection and analysis. The adoption of a holistic approach for the data collection and analysis helped to reduce bias and enhance the generalisation of the research findings to the target population (Saunders et al., 2016), Wilson, 2014. Measuring talent management strategies and the organisational performance of the selected retail stores in KwaZulu-Natal requires the collection of quantitative and qualitative data to achieve the objectives of this study. Therefore, pragmatism as a research philosophy underpins mixed method research design (Creswell, 2014). The adoption of pragmatism allows for the collection of quantitative and qualitative research data in the same study thereby minimizing the bias associated with the use of a mono method (i.e., quantitative or qualitative) (Creswell, 2009). However, a major limitation associated with pragmatism as a research philosophy is that it takes more time to complete the data gathering process because of the collection of two or more categories of data (Saunders et al., 2016; Wilson, 2014). To overcome this limitation, a research assistant was engaged to assist with the collection of the quantitative section of the data gathering. In order to bring about rich research outcomes, quantitative data were elicited through a self-administered questionnaire, while qualitative data were gathered through semi-structured interviews. To corroborate this standpoint, Minner, Levy and Century (2010) submit that the pragmatic worldview affords the chance to incorporate judgements and assumptions which can greatly enhance data for a robust research outcome.

Accordingly, Johnson and Onwuegbuzie (2004) rightly argued that the integration of numeric and non-numeric data justifiably provides a more refined research outlook, which can only be attained with the adoption of the pragmatist research philosophy. Thus, the adoption of the pragmatist research philosophy is suitably justified in this study. First, it was embraced to quantitatively measure respondents' responses to talent management strategies and organisational performance of selected retail stores through a self-administered questionnaire. Second, the pragmatist research philosophy was justified in this study as it enabled the exploration of the selected management team on the measure of talent management strategies and performance of selected retail stores through semi-structured interviews. The pragmatist research philosophical assumption was employed in this study, not only to ensure robust results outcome but also to allow for a comparison of the findings of the quantitative and qualitative results.

4.2.2 Research approach

There are two types of research approaches commonly used within the discipline of management and social sciences (Vanderstoep & Johnston, 2009) namely the inductive and deductive research approaches. The inductive research approach is entrenched in the interpretive philosophical research assumption and is mostly used within the field of management and social sciences (Quinlan, 2011). Commonly conducted research in the circle of inductive research approach often seeks to develop theories inductively. In essence, this justified why qualitative research methods often form the base of the inductive research approach, wherein interviews and observations are employed to gather data for the study of social problem (s) (Grouding, 2005). In a bid to arrive at solutions for a particular research problem, a researcher may take either of the two or integrate both approaches.

The deductive research approach, unlike inductive research, is intrinsically rooted in the positivist philosophical assumption of the natural sciences (Minner, Levy & Century, 2010). The thrust of the deductive research is entirely based on the objective examination of existing knowledge, law and theoretical thoughts for hypotheses formulation and testing, data collection and analysis, and the interpretation of results to either refute or accept the hypotheses (Bryman & Bell, 2011). The deductive research approach has the following procedural methodological steps. First, research with deductive research inquiry begins with a critical review of the literature, and a statement of possible relationships between and among variables (Creswell & Clark, 2011). This is important in order to comprehend the awareness and dynamics inherent in the subject matter. However, the awareness of these dynamics would thus, facilitate the sound formulation of testable hypotheses, which form the second basic requirement in the deductive research inquiry (Franz, 2013).

4.2.2.1 Research approach appropriate for this study

Having examined the strengths and weaknesses of the deductive and inductive research approaches, this study employed the integration of the two approaches to address the research questions. For instance, the integration of the two approaches became necessary to fulfil the goal of mixed research methodology in this study, since the deductive approach bears the quantitative research method, while the inductive approach shoulders the qualitative research method. In other words, the deductive research approach was employed to address the quantitative segment of this study through a self-administered questionnaire, while the inductive was used to address the qualitative component of this study by employing semi-structured interviews, respectively. Many researchers have espoused the integration of the deductive and inductive research approach in a single study for quality and thorough research outcomes (Guest, 2011; Franz, 2013). Thus, the integration of deductive and inductive research in this study is firmly justified to bring about quality research findings with regard to the measure of talent management strategies and performance of selected retail stores.

4.2.3 Research strategies

Research strategies or design are contextualised as the complete procedural strategy employed in a study in order to provide appropriate answers to specific research questions. To be specific, the research strategy comprises the entire steps undertaken in the design of a study. That is, it captures procedures from the collection of data, data analysis and interpretation of results (Creswell, 2009). There are several types of research strategies including experimentation, survey, case study, action research, grounded theory, ethnography and archival research. However, the use of any of these strategies in a study is entirely dependent on the aim of the study. These research strategy are discussed in the following paragraphs with justification for the utility of the most suitable to the aim of the present study.

4.2.3.1 Research strategy adopted for this study

This study adopted explanatory sequential mixed method by combining survey and case study research strategies. The survey research strategy was found appropriate to achieve the main of this objective study. The adoption of survey research for this study allows both quantitative and qualitative data to be collected using a structured questionnaire, interview, and/or focus group discussion (Check & Schutt, 2012; Creswell, 2014; Ponto, 2015). Panto (2015, P.169) argues that “survey research can use quantitative research strategies, qualitative research strategies or both strategies (i.e., mixed methods).” Survey research design is more beneficial,

as it seeks to give the researcher the freedom of control over the research process (Flyvbjerg, 2006). The rationale for the utility of the survey research design appropriately reflects the fact that, since the entire population of the selected retail stores for this study cannot be comprehensively sampled, the survey research design is justified to allow the use of a representative sample, wherein generalisations can be engrossed on the entire study population.

Therefore, the survey was adopted since it provided room for the use of a representative sample, from which generalisations could be made to the entire study population. To position this, since the current study could not conveniently sample all the respondents in the selected retail stores, it was only appropriate to sample a representative sample and engross such findings on the larger population of the study. In addition, the adoption of the survey research design in this study allowed the possibility of measuring talent management strategies and organisational performance through the manipulation of variables with a mediation effect of collective intelligence.

Importantly, this case study research strategy was adopted to allow for a detailed understanding of the research phenomenon through qualitative research methods. In addition, the case study was employed to explore the perceptions of managers of the selected retail store on the link between talent management strategies and organisational performance. However, this design was employed as a single case, where all the identified managers of the selected retail stores were studied as a single case. To put in perspective, the integration of the survey (quantitative) and case study (qualitative) research designs aptly captured the use of an explanatory sequential mixed research methodology in this study.

4.2.4 Research choices

Research choices explicate the different methodological approaches employed to solve an identified research problem (Hanson, Creswell, Clark & Petska, 2005). Saunders et al. (2016) construed research choices as the adoption of either the quantitative, qualitative or the integration of both in a study. For emphasis, these methodological approaches can either be employed in the form of a mono method (either quantitative or qualitative), multiple methods (the combination of either two or more of either qualitative or quantitative techniques), or mixed methods (the combination of quantitative and qualitative techniques). Similarly, in a mono method, the choice might be to measure the relationship between two or more variables,

or the extent to which independent variables influence or impact the dependent variables through the self-administered questionnaire, or the task might be to explore the perception and opinions of respondents on a social phenomenon qualitatively through semi-structured interviews. In other words, the ideal in a mono research choice is centred on the verity that, only one single research method is utilised, which can either be the quantitative or qualitative approach (Moore, Salter, Stanley & Tamboukou, 2016).

For multiple research, the task is to employ two or more related research methods, which can go either way of quantitative or qualitative research methods. For instance, in a multiple research choice, the methods can either be the application of quantitative research methods such as a self-administered questionnaire or natural observation. On the other hand, the multiple research choice can also be explained by the application of two or more qualitative research methods such as semi-structured interviews and focus group discussions (Leedy & Ormrod, 2014). The crux of the multiple research choice, therefore, explains that two related research methods (quantitative or qualitative) are integrated to explain a research phenomenon. However, this study did not adopt the multiple research methods, as the intent was not to integrate two related research methods to measure talent management strategies and performance among selected retail stores, rather the research employs two unrelated research choice including quantitative (self-administered questionnaire) and qualitative (semi-structured interview) to address the research problem.

Furthermore, the mixed research choice captures the utilisation of two unconnected research choices such as the quantitative and qualitative methods in a single study. The emphasis in this research choice explains that the quantitative data can be elicited through questionnaire administration, while the qualitative data is collected through semi-structured interviews to address the research problem under study. This study employed the mixed- research choice, where numeric data elicited through a self-administered questionnaire, and qualitative data stimulated through semi-structured interviews to develop a conceptual framework to measure talent management strategies and organisational performance of selected retail stores. However, there are various types of mixed methods types including the explanatory, exploratory, and convergent/divergent mixed-method type. The adoption of any of the types of mixed-method research choice to adopt in a study depends on the needs of the researcher. Therefore, three types of mixed methods including explanatory, exploratory and convergent/divergent parallel mixed method. The research choice adopted for this study is an

explanatory sequential mixed method. The rationale for adopting this method is presented below.

4.2.4.1 Rationale for adopting explanatory mixed methods

Explanatory sequential mixed method was found appropriate to achieve the main objective of this study, which is to develop a conceptual framework to measure the talent management strategies and organisational performance in the retail sector in the Province of KwaZulu-Natal South Africa. The adoption of explanatory sequential mixed methods allowed priority to be given to the quantitative data, which was collected using structured questionnaire. The outcome of the analysed quantitative data informed the questions that were asked for the qualitative data collection. In other words, the qualitative data aimed to complement and provide more explanation of the outcome of the analysed quantitative data (Creswell, 2014; Wilson, 2014).

4.3 Target Population of the Study

Population is defined as the complete number of people, events, or things from which an investigator seeks to draw a sample from in order to interpret a research problem (Sekaran & Bougie, 2016). According to Wilson (2010: 210), a population is defined as a research subject that an investigator seeks to sample. In other words, the appropriateness of the population is sacrosanct and fundamental in research as it establishes the ground for the necessities of drawing a sample, and engrossing the findings on the entire population. However, the target population for this study comprised employees of three selected retail stores in KwaZulu-Natal South Africa (see Table 4.1). The choice of these selected retail stores was specifically predicated on the fact that the selected stores are among the major players among other South African retail stores with household brands. Hence, the justification to select three of the fast-moving retail stores in this province towards developing a measure of talent management strategies and performance in selected retail stores. The population of the study comprised different workforce arrangements structured in different departments of the retail stores. In essence, the diversity of the workforce in terms of the job description and work status aptly supports the richness of the study in terms of uncovering information from different strata of workmen and women.

Table 4.1 Population of the study

S/N	RETAIL STORE	POPULATION
1	Retail store 'A'	220
2	Retail store 'B'	230
3	Retail store 'C'	300
	TOTAL	750

Sources: Compiled by the author from the various organisations

4.4 Sample Size

The sample size is defined as a subset comprising the total element that makes up a population (Kotrilik & Higgins, 2001). The study total population comprises 750 respondents spread across the three selected retail stores. However, it is impossible to sample the entire population of the study, thus it is only conceivable to use a representative sample, wherein findings can be generalised on the entire study population. To do this, the study employs the Krejcie and Morgan (1970) statistical table to determine the sample size of the individual retail store as shown in Table 4.2 below:

Table 4.2 Determination of sample size

S/N	RETAIL STORE	POPULATION	SAMPLE SIZE
1	Retail store 'A'	220	140
2	Retail store 'B'	230	144
3	Retail store 'C'	300	169
	TOTAL	750	453

Sources: Author's compilation, Adapted from Krejcie and Morgan (1970)

From Table 4.2 above, the Krejcie and Morgan (1970) statistical table was employed to arrive at a total of 453 sample size for the three retail stores at a 95 percent confidence level.

For the qualitative sample size, a total of six management members were purposively selected for semi-structured interviews, where two were picked from each of the individual organisations. According to Guest, Bruce and Johnson (2006), for a qualitative study, sample size between the ranges of 6-12 is sufficient to explain any commonalities between the population, otherwise, data saturation is likely to be attained when dealing with a bigger population in a qualitative study. For this study, six management team members with adequate

knowledge of talent management strategies were purposively selected across the three retail stores to understand measures of talent management strategies and organisational performance in the selected retail stores.

4.5 Sampling Techniques

Sampling techniques are construed as research approaches through which samples are selected for a study. There are two unrelated types of sampling techniques; probability and non-probability sampling techniques. For the probability sampling techniques, all elements that constitute a population are given an equal opportunity of being a representative sample (Sekaran & Bougie, 2016). In other words, findings emanating from a study with probability sampling become engrossed in the entire population of the study. In contrast, the non-probability sampling techniques are understood as a sampling technique where the elements that constitute the population do not have an equal chance of being selected as representatives of the population (Farrokhi & Mahmoudi-Hamidabad, 2012). In addition, while the probability sampling techniques are often employed in the survey and experimental research design, the non-probability sampling techniques are mostly used in the case studies and action research respectively among others (Saunders, Lewis & Thornhill, 2016). Probability sampling comprises the following: stratified, systematic and simple random sampling techniques, while the non-probability techniques include convenience, purposive and quota sampling respectively (Creswell & Plano Clark, 2011). These various sampling techniques are explained in the following paragraphs with justifications for the most appropriate that suit the goal of this study.

4.5.1 Sampling technique adopted for this study and justification

This study adopted the simple random and purposive sampling techniques reflecting the probability and non-probability sampling techniques, respectively. The adoption of simple random sampling technique allows every element that constitutes the population equal opportunity of being selected in the study (Bhattacharjee, 2012). A simple random sampling technique, using Krejcie and Morgan (1970) table was employed in selecting respondents from the retail stores in KwaZulu-Natal to participate in the quantitative data collection for this study. The simple random sampling was used to select respondents from three retail store outlets in KwaZulu-Natal. In total, 6 outlets (branches) of the retail stores in various location within KwaZulu-Natal were sampled. Purposive sampling technique was adopted to select participants for the interview. The rationale for using purposive sampling to select a sample for

qualitative data collection was to enable the researcher to use their own judgement to select members of the management team with adequate knowledge of the research problem for a semi-structured interview. This is consistent with Sekaran and Bougie, (2016, p. 248) who argue that purposive sampling is more appropriate “when a limited number or category of people have the information that is sought”.

The purposive sampling technique is appropriately employed when a researcher seeks to use his/her judgement in drawing samples non-randomly from a population in order to justifiably answer specific research questions (Smith, Colombi & Wirthlin, 2013). Purposive sampling is often referred to as judgement sampling (Hedt & Pagano, 2011). Importantly, participants are purposively selected based on their specific understanding of the issues under investigation (Creswell & Plano Clark, 2011). Therefore, the utility of the purposive sampling technique is strictly to ensure that elements selected from the population have sufficient knowledge of what the investigation is all about (Sekeran & Bougie, 2016). Therefore, purposive sampling is adopted in this study to allow the researcher to use their own judgement to select management members of the selected retail stores who have adequate knowledge of the research problem and are able to respond to the research question to participate in the interview for the qualitative data collection.

4.6 Research Instruments

The two main research instruments employed in this study were the structured questionnaire consisting of multiple-choice questions and semi-structured interviews. These two instruments were employed not only to achieve the research objectives but to aid in attaining the goal of the mixed research method of the study. The two research instruments are explicated below, with the procedure of how they were utilised in eliciting the research data.

4.6.1 Research questionnaire

The survey questionnaire was significant in eliciting numerical data in this study. For Suanders, Thornhill and Lewis (2016), a research instrument or questionnaire is particularly designed to elicit three types of variable data including opinion, behaviour and attribute variables. For instance, opinion variables are employed in this study to retrieve a participant’s feelings and thinking about the phenomenon under study on the one hand. On the other hand, behaviour variables were used to collect information on the behavioural disposition of respondents and

their respective organisations to the issue under investigation. For instance, a typical analogy is information or question(s) or how respondents perceive the talent management strategies in their organisation, and how this, in turn, affects their performance. Lastly, the attributes variable is employed to retrieve a participant's distinctive features such as information on demographics.

To put this in perspective, all these features were considered important in the design of the questionnaire. In other words, the research objectives, questions and hypotheses of the study were all featured throughout the arrangement of the research questions. In addition, all questions on the questionnaire were worded in straightforward and easy-to-understand language. This was necessary to avoid the ambiguity of words by respondents. The questions were brief and concise. This issue was given great consideration to avert too many lengthy questions that do not speak to the goal of the research. Again, another issue that was given significant consideration was the scope of the questionnaire. For instance, while designing the questionnaire, the population of the study was considered since the study was intended to sample respondents of selected retail stores. This was considered necessary to ensure satisfactory clarification on the relationship between talent management strategies and performance outcomes of retail stores. The questionnaire contained a total of 59 questions partitioned into two sections.

Section A of the questionnaire was designed to elicit demographic data of the participants including gender, marital status, income, and department among other demographic constructs. Section B of the questionnaire, on the other hand, was designed to retrieve important information on the variables of study with regard to developing a framework to measure talent management strategies and performance of selected retail stores. The 5-point Likert scale of measurement rating scale developed in 1932 by an American psychologist Rensis Likert (Wilson, 2010) was utilised in designing the questionnaire. The scale of measurement ranges from 1 (strongly disagree) to 5 (strongly agree). The justification for the use of the Likert scale measurement was for the ease of construction and interpretation of research findings (Hartley, 2014).

4.6.2 Interview

An interview serves the purpose of unravelling discussions between two or more persons with regard to exploring a social problem. There are different types of interviews, and the utility of any of these types greatly depends on the need of the study such as structured, semi-structured, unstructured and semi-structured interviews (Sekeran & Bougie, 2016). However, the current study employed semi-structured interviews to develop a conceptual framework to measure talent management strategies and organisational performance of selected retail stores. In addition, the semi-structured interview validates the flexibility in the wording and responses to the questions. The semi-structured interview allows for the use of supplementary questions as the interview unfolds to appropriately ensure the research questions are adequately addressed, especially when there is a deviation in the responses provided by the respondents.

Furthermore, the semi-structured interview questions were structured in an interview guide in order to ensure similar questions were posed to respondents. It is important to note, therefore, that the interview guide did not in any way limit the responses of the respondents and investigators, as there were opportunities on the part of the investigator to pose questions beyond the interview guide, particularly when some responses were not clear. In other words, the further probe does not mean a change of questions on the interview guide, but follow-up questions to ensure clarity to unclear responses. The interview provides comprehensive information on the link between talent management strategies and the performance of selected retail stores. The interviewees were conveniently selected among the management teams of the selected retail stores from different departments of the organisations. The range of interviewees selected across the different departments of the retail stores was to engender a comprehensive perspective on the research problem.

4.7 Measurement

The six-dimensional Human Resource Management Policies and Practices Scale (HRMPPS) was adopted to measure the different constructs of the study. The HRMPPS scale was validated by Demo, Neiva, Nunes and Rozzett (2012) with a Cronbach alpha of .80, which is more than the adopted .60 alpha level. The different dimensions of the scale after validation includes; (1) recruitment and selection with six items, (2) involvement with 12 items, (3) training, development and education with six items, (4) work conditions with six items, (5) competency-based performance with five items, and compensation and rewards with five items. The scale

is arranged on a 5-point Likert scaling of measurement ranging from 1 (strongly disagree) to 5 (strongly agree).

4.8 Reliability and Validity of the Research Instrument

The aspects of reliability and validity in research are so fundamental for the production of research outcomes with reliable and valid results. Specifically, the degree or extent to which a measuring instrument adopted in a study is perceived and judged to be reliable and valid, the higher the credibility of the research (Smith, Colombi & Wirthlin, 2013). Equally, reliability explains the magnitude to which a research instrument produces similar scores of results with a repeated administration of the instrument (Garg & Kothari, 2014). Accordingly, Sekeran and Bougie (2016) conceptualise the reliability of a research instrument as the extent to which a measuring instrument is bias-free. In other words, it is the extent to which results are consistent over time in different situations. There are different ways to test the reliability of a research instrument including Split-Half Reliability Test, Alternate-Form Reliability, and the Cronbach Alfa Reliability Test (Odetunde, 2011). However, the Cronbach Alfa Test has been consistently proven as the most credible of these tests, thus it was employed to test the research instrument in this study (Odetunde, 2011). The Cronbach Alfa Reliability was employed to ascertain the reliability of the research questionnaire in a pilot study with 30 respondents (10 randomly picked from each of the three selected retail stores sampled in this study). However, there have been different contentions on the reliability threshold required for a research instrument. For instance, Pallant (2011) argued for a 0.7 index value as the appropriate reliability index, while Konting (1998) contends for 0.6 as a reliable reliability index. For this study, a reliability coefficient of 0.6 above is accepted as the standard.

Furthermore, the validity of a research instrument is construed as the extent to which a research instrument measures the basic constructs that it was designed to measure. There are various types of validity in use for ensuring the validity of a research instrument including content validity, criterion validity, constructs validity and face validity (Saunders, Lewis & Lewis, 2016). Having examined their various assumptions, this study adopted the content validity. For instance, content validity is employed to ensure that all the items on the questionnaire cover a wide range of issues that constitute the constructs under measurement (Odetunde, 2011). Therefore, the content validity of the instrument employed in this study was authenticated in three different ways. For instance, the questionnaire was validated by the researcher's

supervisor via face validity in ensuring the content of the instrument captured the various issues under discussion. Similarly, the reviewers of the proposal have at different times validated the instrument through face validity. Third, the Research Ethics Committee of the University of KwaZulu-Natal also ensured the items on the questionnaire covered the construct under the study by validating the instrument through face validity. To put it into perspective, all these were to ensure the items adequately captured the study constructs.

The above explanations extensively discussed the reliability and validity of the research questionnaire being the quantitative component of the study. Therefore, the reliability and validity of the qualitative instrument (interview) in this study were ensured in line with the four basic principles of Donnelly (2007) including credibility, transferability, dependability, and conformability, respectively. To start with, the interview questions were ascertained for credibility by ensuring that the responses of participants during the interviews were adequately reflected in the results of the study. Second, transferability was achieved by ensuring that the qualitative results are transferable to another context. Third, the reliability and validity of the interview questions were ascertained through dependability by ensuring that the accepted ethics such as secrecy of information and anonymity of respondents were equally ensured. Fourth, the conformability of the interview was ensured through the conformability of results, wherein other stakeholders were able to ascertain that the interview transcripts were related or connected to the qualitative findings of the study.

4.9 Collection Procedure

The data collection procedure was executed in two different phases, each representing the quantitative and qualitative phases, respectively. Discussions on this are explained below:

Data collection procedure with questionnaire administration

The data collection exercise began with the approval of the study by the Humanities and Social Science Research Committee of the University of KwaZulu-Natal with a letter of approval for the commencement of the fieldwork with a protocol reference number (HSS/2101/018D) dated 30th January 2019. At the commencement of the fieldwork, the questionnaires were personally administered to respondents with the support of two research assistants during an agreed period that would not interfere with their job functions. Prior to the commencement of the exercise, the purpose of the study was appropriately communicated to participants. Each questionnaire before administration was attached with a consent note indicating the permission and agreement of respondents to participate in the study. It was necessary to ensure that participants

were willing to participate in the study. In addition, items on the questionnaire were structured and designed in simple and friendly language for ease of understanding on the part of the respondents. The questionnaires were personally administered in order to ensure the possibility of retrieving and gathering the instruments immediately after the fieldwork. The other reason was that administering the questionnaires personally tends to encourage a high response rate as the researcher would have opportunities for continuous follow-ups to ensure a large number of the instruments are returned by respondents. However, one major challenge of the questionnaire is related to the high expenses incurred as regards the need to travel to the different strategic locations of the retail stores in the KwaZulu-Natal province where this study was situated.

4.9.1 Quantitative data collection procedure with structured questionnaire

A structured questionnaire was used to gather data for quantitative data. The questionnaire was structured into 'A' and 'B'. Section 'A' was used to elicit the respondents' demographic information. The demographic questions included gender, marital status, department/unit, educational qualification, work experience, and age group. Section 'B' contains a scale which was adopted to measure the variables in this study. The study adopted 5-point Likert rating scale, ranging from 1 (strongly disagree) to 5 (strongly agree). A Likert scale is commonly used in survey research that employs questionnaires (Carifio & Perla, 2007).

4.9.2 Qualitative data collection procedure with interviews

The semi-structured interview format was utilised to gather qualitative data for this study, and the questions were carefully framed and related to the research questions and objectives. The questions were presented to participants in open-ended formats and written in a clear and friendly language. Prior to the commencement of the interview, respondents were briefed about the aim of the study, and a clear statement on their privacy was explained to them. Importantly, all the participants were encouraged to sign the consent forms but they were made aware that they could withdraw from the interview at any point without explaining if they so wished to. After the introduction, the interviewees were allowed to ask further questions on areas they needed clarity before the actual commencement of the interview. The interview questions were directly posed to each respondent by the researcher as contained in the interview guide, and other follow-up questions were posed, especially when there was a need for further clarification of responses to some questions. All responses to questions posed were audio-recorded by the researcher complemented by the efforts of two research assistants. The duration of each

interview lasted between 35-50 minutes. The benefit of using interview over other methods of data collection include exploring responses from a target focus of the study, while the disadvantage is confirmed by the likely introduction of bias on the part of the researcher and the falsification of information by respondents (Creswell & Clark, 2011). However, the integration of the questionnaire has greatly lessened this bias and consequently increased the reliability of the study.

4.10 PROCEDURES FOR DATA ANALYSES

The procedures employed for analysing data in this study are explained from two distinct angles; the quantitative and qualitative perspectives, respectively. The following subsection clearly explains the various methods utilised as peculiar to each component of the study.

4.10.1 Quantitative segment of the study

The demographic questions in section A of the questionnaire were analysed with the descriptive statistics including the simple percentages and frequency counts, while questions in section B were analysed with inferential statistics via the Statistical Package for the Social Science (SPSS) version 26. Importantly, the SPSS statistical software is commonly employed to analyse descriptive statistics, as well as other inferential statistics such as the Pearson Product Moment Correlation Co-efficient. The following quantitative statistics were employed to analyse the quantitative data in this study.

4.10.1.1 Descriptive statistics

Descriptive statistics is a statistical tool employed to understand or describe arithmetical data (Wilson, 2010). This type of statistics is frequently employed when it comes to examining or categorising data based on demographic data using the frequency table in displaying the order of existence or frequency of data (Sekeran & Bougie, 2016). Therefore, descriptive statistics were employed in this study to understand the respondents' demographics such as age, gender, marital status, department/unit in the organisation, educational qualification and work experience. In other words, the descriptive statistics tool was employed in this study to summarise a set of demographic observations without further inference or generalisation. As applicable to this study, the descriptive statistics tool was used to explain and describe the frequency of respondents' demographics.

4.10.1.2 Inferential statistics

Unlike descriptive statistics, inferential statistics as a research tool is more than a mere description of data in a study. It is used more to generalise by establishing causal relationships between two or more variables in a study. The inferential statistics research tool is commonly used to test or ascertain the relationship between variables by stating some research propositions. However, with the need to establish the relationship between talent management strategies and the performance of selected retail stores, the Pearson Product Moment Correlation and Multiple Regression Analysis were employed. Discussions on these are explained in the paragraph below:

4.10.1.2.1 Pearson product moment correlation (PPMC)

The PPMC is a bivariate type of inferential statistics that tests the extent of the relationship between two or more variables (Sekeran and Bougie, 2016). This type of statistics is utilised to examine and quantify the power of the linear relationship between two or more variables (Wilson, 2010). For emphasis, the co-efficient of PPMC is always indicated by r , which can take on any value between -1 and +1 (Edmonds & Kennedy, 2012). Importantly, the value of -1 and +1 indicates negative and positive relationships, respectively. For the case of this study, the PPMC is employed to test the significant relationship between talent management strategies and the performance of selected retail stores. In other words, the strength of the relationship between the independent variable (talent management strategies) and the dependent variable (performance) is tested via the SPSS statistics version 26. It suffices to state that among other known inferential statistics, the PPMC being a correlational statistic is a more appropriate test for ascertaining the extent of the relationship between two or more variables (Sekeran & Bougie, 2016).

4.10.1.2.2 Multiple regression analysis

The multiple regression analysis is a multivariate analysis used in understanding the relationship between several independent variables and a dependent variable (Bellot, 2011). The model is denoted by r^2 , and can assume any value between 0 and +1 in measuring the variation in the dependent variable as a result of the manipulations in the independent variables (Saunders, Thornhill & Lewis, 2016). Thus, the co-efficient shows the degree of relationship between each of the independent variables and the dependent variable, respectively. As applicable to this study, it was hypothesised that the variance in the performance of retail stores

(dependent variable) can be explained by four independent variables (talent identification, talent development, community of practice, and collective intelligence). In other words, the sub-independent variables are regressed on the dependent variables to explain the extent of variance (Sekaran & Bougie, 2016). The regression model is thus expressed below:

$$Y = \alpha + \beta_1(x_1) + \beta_2(X_2) + \beta_3(X_3) + \beta_4(X_4) \dots \text{ (See Sekaran \& Bougie, 2016: 352)}$$

Where Y= dependent variable (performance of retail stores)

α = constant

β = coefficient of X

X= Independent variable (talent management strategies)

X1=talent identification; X2=talent development; X3= community of practice; X4= collective intelligence

4.10.1.2.3 Structural equation modelling

The structural equation modelling (SEM) is construed as a means of examining models that exude some path analysis and contain intervening variables, with several constructs (Bagozzi & Yi, 2012). For Ulman (2006), SEM is explained as a set of statistical procedures that allows the measurement of the relationship between several independent variables and the dependent variable simultaneously. In other words, there are two major justifications for employing SEM. First, SEM is employed to provide a basis for modelling manifest (observed) and latent (unobserved) variables. Second, SEM is employed to examine several structural associations simultaneously (Treiblmaier & Filzmoser, 2011). For this study, SEM was employed to analyse the extent to which collective intelligence mediates the interplay between talent management strategies and the performance of selected retail stores. In addition, the Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were conducted to ascertain the fit of the data analysed to the model. Specifically, the SmartPLS 3.3, a variance of based Structural Equation Modelling (SEM) was employed to test mediation among the variables.

4.10.2 Qualitative segment of the study

The qualitative data retrieved through semi-structured interviews were analysed using the content analysis qualitative tool. The content analysis is a qualitative research technique used in the interpretation and coding of transcripts (Leedy & Ormrod, 2014). The main thrust of the content analysis tool is the analysis of the content of the text or document, in order to comprehend and draw related themes from the transcripts, such that the frequency and

occurrence of the themes are used in answering the research questions. Therefore, as applicable to this study, the content analysis tool was employed to interpret the interview transcript collected from managers of selected retail stores by looking out for frequently occurring themes that appropriately answered the research questions. In addition, for the study, the audio-recorded interviews were analysed with the qualitative NVivo software (Version 12), while the content analysis was employed to interpret the themes. Therefore, it is important to mention that, the utility of the NVivo qualitative software was to identify themes from the large transcripts of data, while content analysis was employed for the analysis of these various themes, such that they appropriately answered the research questions.

4.11 LIMITATIONS OF THE METHODOLOGY

There are is evidence of likely challenges in the quest to access data for a research study in this part of the world. For instance, the first challenge encountered pertained to the issue of confidentiality of information by respondents, as most of the respondents were initially somewhat reluctant to indicate their interest to be part of the study for fear of releasing vital information to the researcher. Nonetheless, this challenge did not in any way affect the outcome of the study, as efforts were made to mitigate its consequences. In addition, this study was affected by the constraint of the financial puzzle, limiting the inclusion of other sectors of the economy, for a possible comparative study of measuring talent management strategies and performance. However, this constraint has been suggested for future research. Similarly, although, the survey is limited to three retail store outlets, nonetheless; findings emanating from this study reflect the entire retail stores selected for this study. In other words, results ensuing from this study are generalisable to the entire organisations sampled. To put this in perspective, these constraints do not affect whatsoever on the credibility of this study, as appropriate measures were put in place, as discussed, in order to ensure the goal of the study was achieved.

4.12 ETHICAL CONSIDERATIONS

Research involving human participants in practice is guided by ethical conduct in ensuring participants are ethically protected. In the context of this study, several ethical issues were observed and employed to ensure participants were not only ethically protected but more importantly to ascertain that the study was ethically worthy on its part. First, the study is strictly in compliance with the University of KwaZulu-Natal's ethical guidelines for research. As such,

all ethical principles and rules of the University were followed. For instance, one of such ethical rules is that the investigator sought and obtain permission from the organisations under study. In fulfilling this ethical rule, a gate-keepers letter was obtained from the selected retail stores, giving consent for conducting the study in their respective organisations. Similarly, an ethical clearance application was submitted to the Humanities and Social Sciences Research Ethics of the University of KwaZulu-Natal to seek ethical approval. Thereafter, the study was ethically approved with protocol number (HSS/2101/018D) dated 30th January 2019. However, the following ethical measures were ensured as the study unfolded. Although the names of the organisations were mentioned in this study, this was given an express approval by the organisations under study. In addition, the contents of the questionnaire and interview guide were worded in a manner that would not interfere with the privacy of respondents. However, before the commencement of the study, participants were adequately briefed about the goal of the study, and a consent form was equally issued to them to sign as a way of expressing their interest to participate in the study. Importantly, while respondents signed the consent form, as an ethical rule, they were advised on their willingness not to participate or quit, even as the study progressed. This ethical fact was to ensure that, only participants with genuine interest participated in the study. Lastly, the confidentiality of respondents was protected, as the data emanating from the questionnaire and audio-interview were stored under lock and key as supervised by the ethics office of the University of KwaZulu-Natal, preventing unauthorised access to the information contained therein.

4.13 SUMMARY OF CHAPTER

This chapter has presented an outline of the methodology and methods utilised in answering the research questions in this study. First, an explanation has been presented on the various types of research philosophies, with justification for the most suitable philosophy for this study. Since the study sought to employ the quantitative and qualitative research methods in answering the research questions, the pragmatist research philosophy was employed. Similarly, two research designs; the simple random and purposive sampling techniques were both employed to achieve the study objectives. For instance, while a simple random sample was employed to achieve the quantitative objectives, the purposive sampling technique was employed for the qualitative objectives of this study. In other words, an explanatory sequential mixed method design was employed to elicit both quantitative and qualitative data.

In addition, the chapter employs a validated questionnaire and valid semi-structured interviews to elicit data from respondents. Two variants of the statistical method were employed to analyse the data. First, the descriptive statistics method was adopted to analyse the respondents' demographics, while the inferential statistics method was employed to test the different research hypotheses. The SPSS version 26, SmartPLS 3.3 and NVivo 12, a variant of the qualitative data analysis tool were explained and utilised in analysing the data in this study, while the methodological limitations and ethical considerations were equally narrated.

CHAPTER FIVE

DATA ANALYSIS AND PRESENTATION OF RESULTS

5.1 Introduction

This chapter analyses and presents the quantitative and qualitative data collected through a structured questionnaire and semi-structured interviews.

The primary aim of this study was to develop a conceptual framework to measure talent management strategies and organisational performance in selected retail stores in KwaZulu-Natal. An explanatory sequential mixed-method research design was employed for data collection. A structured questionnaire using a Likert-type rating scale was valuable for the quantitative data collection, while qualitative data were collected using semi-structured interviews. The chapter presents the outcome of the statistical analysis.

IBM SPSS version 26 was used to conduct the descriptive and inferential statistics in this chapter. Descriptive statistics such as frequency distribution, mean and standard deviation were used to analyse the demographic section of the questionnaire and the response patterns. NVivo 12, a software for analysing qualitative data was employed for conducting a thematic analysis. The next section presents the demographic analysis.

5.2 Respond Rate

A total of 453 questionnaires was administered among the study respondents, 296 were duly completed and returned which constitutes a response rate of 65%. These were coded and analysed. This response rate is considered acceptable as it exceeds the 60% response rate acceptable threshold recommended by Johnson and Wislar (2012). The reason for this response rate was probably due to the adequate notice given to the management of the organisations before the commencement of data collection. Furthermore, immense interest was shown by the management and employees on the outcome of this research findings.

5.3 Analysis of Demographic Data

The structured questionnaire used to collect quantitative data elicited six categories of demographic data from the respondents. These included gender, marital status, department/unit, educational qualification, work experience and age group. The analysis of the

demographic data which was achieved with descriptive statistics is presented below.

5.3.1 Gender

The frequency distribution of respondents by gender is depicted in Figure 5.1 below.

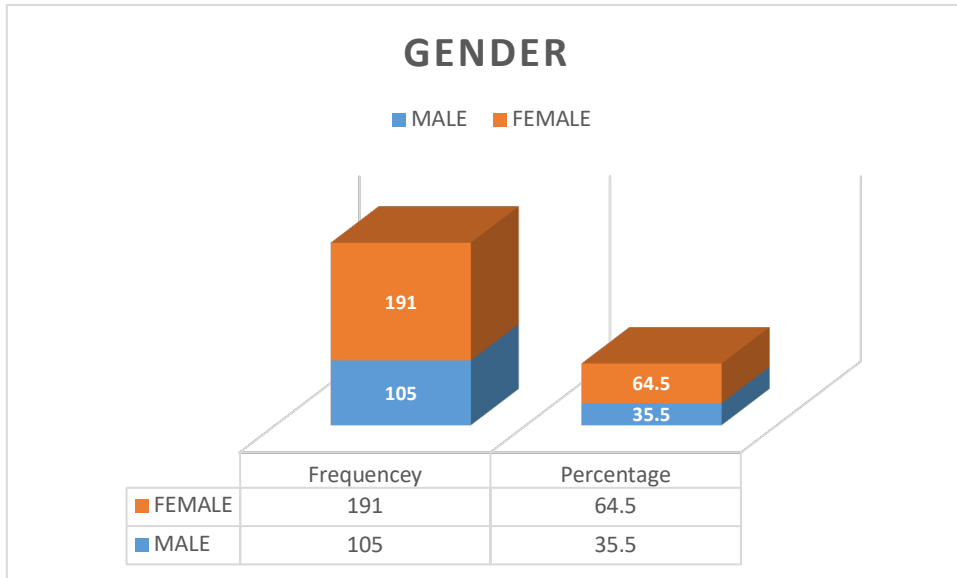


Figure 5.1 Frequency distribution of respondents by gender

Figure 5.1 illustrates the gender distribution of survey respondents. Of the 296 responses 105 (35.5%) of the respondents were male and 191 (64.5%) were female. This shows a higher number of female respondents.

5.3.2 Marital status

The frequency distribution of the marital status of the respondents that participated in the survey is shown in Figure 5.2.

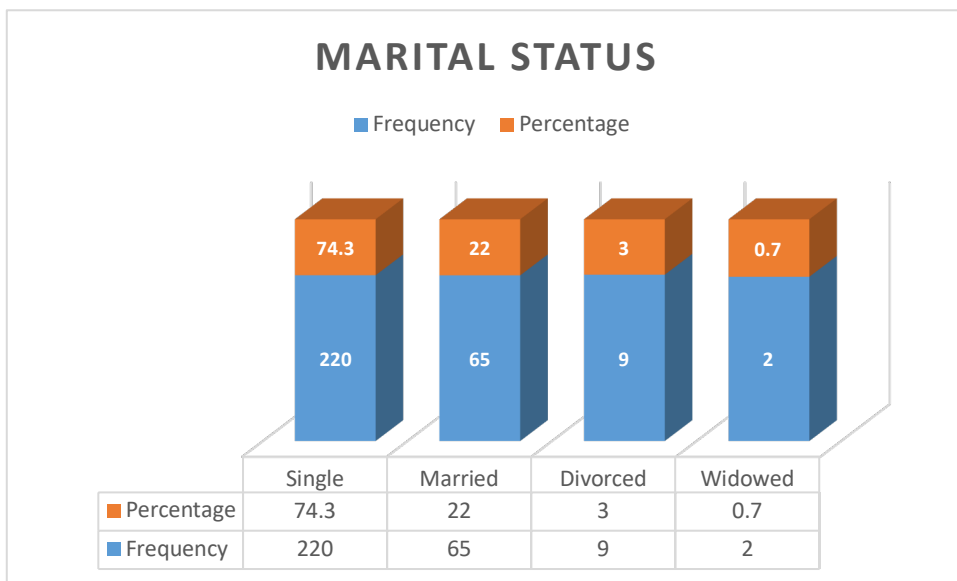


Figure 5.2 Marital status of respondents

From Figure 5.2, 74.3% of the respondents were single while 22.0% were married. Three percent (3.0%) of the respondents were either divorced or separated, and 0.7% of the respondents were widowed. The outcome of this statistical analysis indicates that the majority of the respondents (74.3%) were single, while only 22.0% were married.

5.3.3 Department/Unit

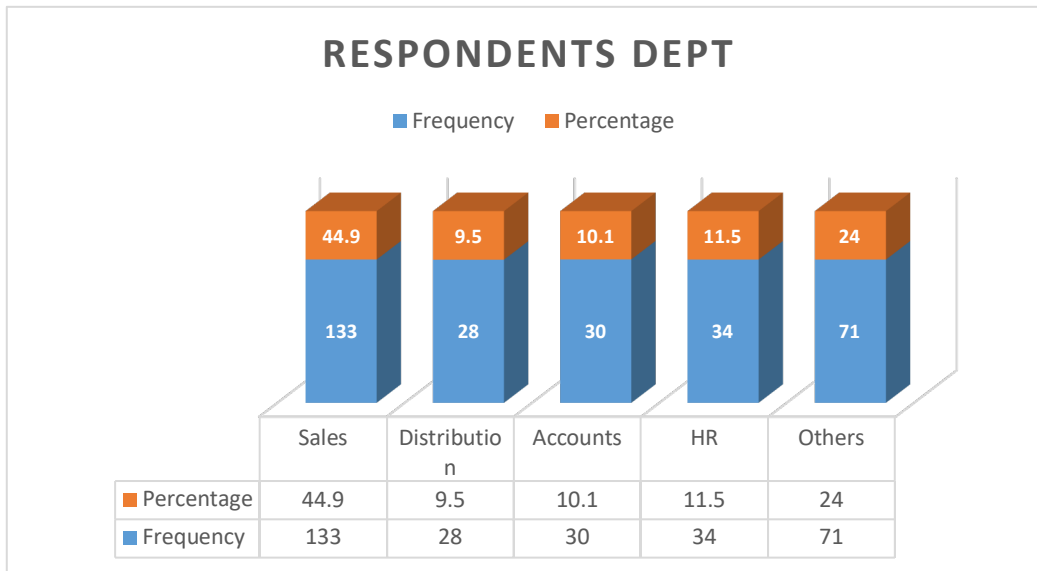


Figure 5.3 The frequency distribution of respondents based on department/unit

From Figure 5.3, the percentage of the respondents from each department was 44.9% for sales departments, 9.5% for distribution, 10.1% for accounts, 11.5% for HR, and 24.0% for others. The results of the statistical analysis indicated that the majority of the respondents were mostly from the sales department and others (such as operations, cashiers, front-end supervisors, and IT) with 24.0%, while respondents from distribution, accounts, and HR accounted for 31.1% of the sample. These results are not surprising, as sales and operations have the highest number of employees in the retail industry.

5.3.3 Educational qualifications

The frequency distribution of the respondents based on educational qualifications is represented in Figure 5.4.

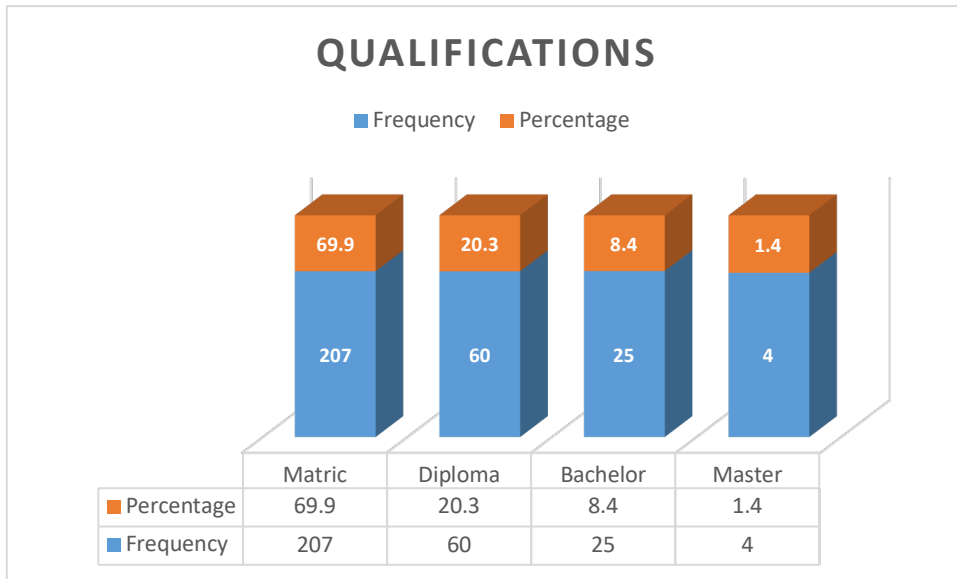


Figure 5.4 *Distribution of the educational qualification of respondents*

The results show that 207 respondents representing 69.9% had a matric certificate and below. This set of respondents was ranked lowest in educational qualification. This was followed by Diploma holders with 60 respondents representing 20.3%, respondents with B.Sc. comprise 25 of the sample representing 8.4% of total respondents, while those with Masters’ degree constituted 4 of the respondents representing 1.4%. Overall, the results show that the majority of the respondents (69.9%) had matric certificates and below; and 30.1% had college/university qualifications.

5.3.4 Work experience

The frequency distribution of respondents based on work experiences in the manufacturing firms is illustrated in Figure 6.5.

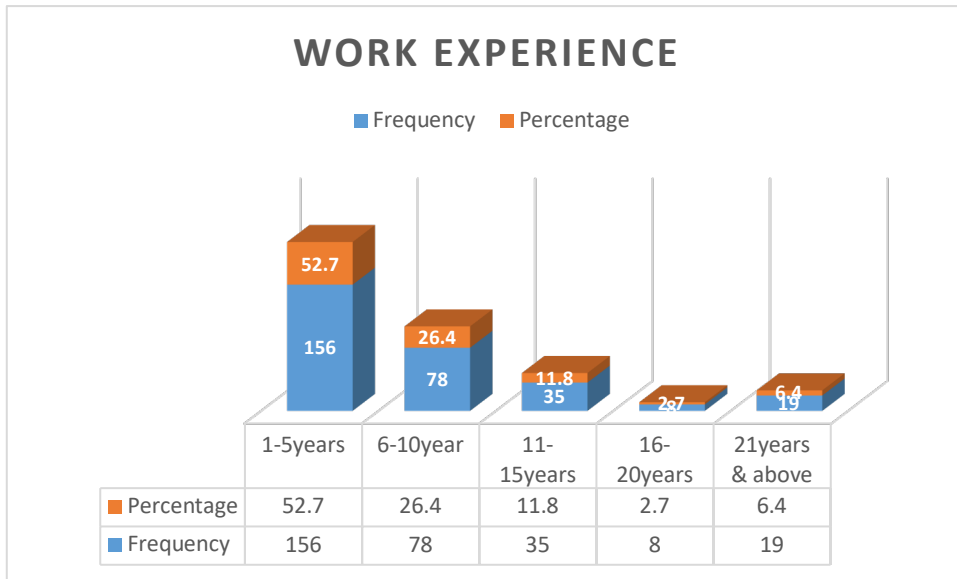


Figure 5.5 Frequency distribution of respondents work experience

The descriptive statistics revealed that respondents with five years of experience and below were 156 from the total respondents of 296, while respondents with 6 to 10 years on the job were 78. According to the results, 35 respondents had 11 to 15 years of experience and 8 respondents had 16 to 20 years of experience in the selected retail stores in KwaZulu-Natal, South Africa. Respondents with 21 years and above were 19 in number. The result of the analysis shows that respondents with 1 to 5 years on the job form most of the sample. This could be due to a lack of a retention strategy in place or inadequate talent management practices in the organisations.

5.3.5 Respondents' age distribution

Figure 5.6 below illustrated the respondents' age distribution.

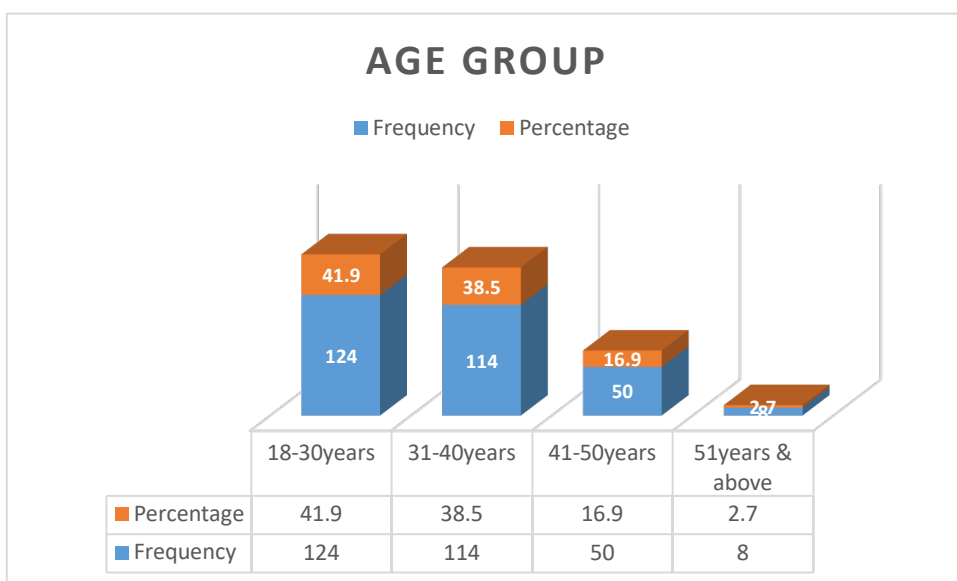


Figure 5.6 Age distribution of respondents

Respondents within the age category of 18 to 30 years of age were 124 representing 41.9% of the total respondents. Some 114 respondents were between 31 to 40 years of age, representing 38.5% of sampled respondents. Respondents within the age category of 41 to 50 years of age were 50, representing 16.9%, while 51 years and above were 8 representing 2.7%. The results show that 80.4% of the total respondents were youths who fall within the age category of 18 to 40 years, while other age categories were 19% of total respondents.

5.4 DESCRIPTIVE STATISTICS FOR THE MEASURES OF THE RESEARCH CONSTRUCTS

The descriptive analysis of the survey responses is shown in Tables 5.1 to 5.9.

Table 5.1 Talent identification (recruitment and selection)

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.1	The organisation I work for widely disseminates information about both external and internal recruitment processes.	31 (10.5%)	41 (13.9%)	102 (34.5%)	81 (27.4%)	41 (13.8%)
1.2	The organisation I work for discloses information to applicants regarding the steps and criteria of the selection process.	25 (8.4%)	47 (15.9%)	83 (28%)	106 (35.8%)	35 (11.8%)
1.3	The organisation I work for communicates performance results to candidates at the end of the selection process.	18 (6.1%)	47 (15.9%)	72 (24.3%)	118 (39.9%)	41 (13.8%)
1.4	Selection tests of the organisation where I work are conducted by trained and impartial people.	19 (6.4%)	34 (11.5%)	63 (21.3%)	140 (47.3%)	40 (13.5%)
1.5	The organisation I work for has competitive selection processes that attract competent people.	11 (3.7%)	29 (9.8%)	66 (22.3%)	157 (53%)	33 (11.1%)
1.6	The organisation I work for uses various selection instruments (e.g. interviews, tests, etc.).	13 (4.4%)	42 (14.2%)	33 (11.1%)	122 (41.2%)	86 (29%)

Table 0:1 Involvement

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
2.1	The organisation I work for treats me with respect and attention.	28 (9.5%)	54 (18.2%)	50 (16.9%)	118 (39.9%)	46 (15.5%)
2.2	In the organisation where I work, there is an environment	34 (11.5%)	54 (18.2%)	62 (20.9%)	93 (31.4%)	53 (17.9%)

	of understanding and confidence between managers and employees.					
2.3	The organisation I work for recognises the work I do and the results I achieve (e.g., in oral compliments, in articles in corporate bulletins, etc.).	24 (8.1%)	66 (22.3%)	75 (25.3%)	96 (32.4%)	35 (11.8%)
2.4	The organisation I work for favours autonomy in doing tasks and making decisions.	18 (6.1%)	64 (21.6%)	84 (28.4%)	91 (30.7%)	39 (13.2%)
2.5	The organisation I work for seeks to meet my needs and professional expectations.	45 (15.2%)	57 (19.3%)	60 (20.3%)	102 (34.5%)	32 (10.8%)
2.6	In the organisation where I work, employees and their managers enjoy constant exchange of information in order to perform their duties properly.	20 (6.8%)	61 (20.6%)	66 (22.3%)	105 (35.5%)	44 (14.9%)
2.7	The organisation I work for encourages my participation in decision- making and problem-solving.	27 (9.1%)	61 (20.6%)	69 (23.3%)	104 (35.1%)	35 (11.8%)
2.8	In the organisation where I work, there is an environment of trust and cooperation among colleagues.	28 (9.5%)	59 (19.9%)	51 (17.2%)	120 (40.5%)	38 (12.8%)
2.9	The organisation I work for encourages interaction among its employees.	13 (4.4%)	42 (14.2%)	75 (25.3%)	96 (32.4%)	70 (23.6%)
2.10	The organisation I work for follows up on the adaptation of employees to their functions.	18 (6.1%)	53 (17.9%)	68 (23%)	113 (38.2%)	44 (14.9%)
2.11	In the organisation where I work, there is a consistency between discourse and management practice.	18 (6.1%)	38 (12.8%)	122 (41.2%)	86 (29.1%)	32 (10.8%)

Table 5.2 Talent development (training, development and education)

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
3.1	I can use knowledge and behaviours learned in training at work.	7 (2.4%)	18 (6.1%)	37 (12.5%)	136 (45.9)	98 (33.1%)
3.2	The organisation I work for helps me develop the skills I need for the successful accomplishment of my duties	21 (7.1%)	46 (15.5%)	51 (17.2%)	121 (40.9%)	57 (19.3%)

	(e.g., training, conferences, etc.).					
3.3	The organisation I work for invests in my development and education promoting my personal and professional growth in a broad manner (e.g., full or partial sponsorship of undergraduate degrees, postgraduate programs, language courses, etc.).	30 (10.1%)	51 (17.2%)	74 (25%)	91 (30.7%)	50 (16.9%)
3.4	In the organisation where I work, training is evaluated by participants.	19 (6.4%)	48 (16.2%)	56 (18.9%)	136 (45.9%)	37 (12.5%)
3.5	The organisation I work for stimulates learning and application of knowledge.	12 (4.1%)	55 (18.6%)	65 (22%)	137 (46.3%)	27 (9.1%)
3.6	In the organisation where I work, training needs are identified periodically.	14 (4.7%)	49 (16.6%)	80 (27%)	124 (41.9%)	29 (9.8%)

Table 5.3 Work conditions

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
4.1	The organisation I work for provides basic benefits (e.g., health care, transportation assistance, food aid, etc.).	79 (26.7%)	67 (22.6%)	72 (24.3%)	58 (19.6%)	20 (6.8%)
4.2	The organisation I work for has programs or processes that help employees cope with incidents and prevent workplace accidents.	19 (6.4%)	64 (21.6%)	64 (21.6%)	101 (34.1%)	48 (16.2%)
4.3	The organisation I work for is concerned with the safety of their employees by having access control of people who enter the company building/facilities.	12 (4.1%)	30 (10.1%)	71 (24%)	108 (36.5%)	75 (25.3%)
4.4	The organisation I work for provides additional benefits (e.g., membership in gyms, country clubs, and other establishments, etc.).	118 (39.9%)	75 (25.3%)	65 (22%)	25 (8.5%)	13 (4.4%)
4.5	The facilities and physical condition (lighting, ventilation, noise and temperature) of the organisation I work for are	21 (7.1%)	50 (16.9%)	69 (23.3%)	102 (34.5%)	54 (18.2%)

	ergonomic, comfortable, and appropriate.					
4.6	The organisation I work for is concerned with my health and quality of life.	25 (8.4%)	59 (19.9%)	79 (26.7%)	101 (34.1%)	32 (10.8%)

Table 5.4 Talent Management (Competency-Based Performance Appraisal)

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
5.1	In the organisation where I work, competency-based performance appraisal provides the basis for an employee development plan.	25 (8.4%)	56 (18.9%)	82 (27.7%)	104 (35.1%)	29 (9.8%)
5.2	In the organisation where I work, competency-based performance appraisal is the basis for decisions about promotions and salary increases.	21 (7.1%)	75 (25.3%)	73 (24.7%)	106 (35.8%)	21 (7.1%)
5.3	The organisation I work for disseminates competency-based performance appraisal criteria and results to its employees.	18 (6.1%)	47 (15.9%)	125 (42.2%)	79 (26.7%)	27 (9.1%)
5.4	The organisation I work for periodically conducts competency-based performance appraisals.	20 (6.8%)	49 (16.6%)	123 (41.6%)	76 (25.7%)	28 (9.5%)
5.5	The organisation I work for discusses competency-based performance appraisal criteria and results with its employees.	24 (8.1%)	51 (17.2%)	100 (33.8%)	91 (30.7%)	30 (10.1%)

Table 5.5 Compensation and reward

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6.1	In the organisation where I work, I get incentives such as promotions, commissioned functions, awards, bonuses, etc.	51 (17.3%)	66 (22.4%)	45 (15.3%)	92 (31.2%)	42 (14.2%)
6.2	In the organisation where I work, my salary is influenced by my work.	38 (12.8%)	92 (31.1%)	71 (24%)	72 (24.3%)	23 (7.8%)
6.3	The organisation I work for offers me a salary that is compatible with my skills, training, and education.	40 (13.5%)	86 (29.1%)	68 (23%)	80 (27%)	22 (7.4%)
6.4	The organisation I work for remuneration offered at either the public or private market place levels.	30 (10.1%)	52 (17.6%)	145 (49%)	53 (17.9%)	16 (5.4%)

6.5	The organisation I work for considers the expectations and suggestions of its employees when designing a system of employee rewards.	44 (14.9%)	63 (21.3%)	88 (29.7%)	80 (27%)	21 (7.1)
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Table 5.6 Performance management

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
7.1	The Immediate supervisor sets ambitious objectives for the department.	8 (2.7%)	43 (14.5%)	91 (30.7%)	110 (37.2%)	44 (14.9%)
7.2	The Immediate supervisor clearly explains how the performance is evaluated.	12 (4.1%)	40 (13.5%)	120 (40.5%)	97 (32.8%)	27 (9.1%)
7.3	The Immediate supervisor gives the regular feedback on the Performance.	15 (5.1%)	51 (17.2%)	102 (34.5%)	97 (32.8%)	31 (10.5%)
7.4	The immediate supervisor is a good coach for the unit.	15 (5.1%)	38 (12.8%)	135 (45.6%)	82 (27.7%)	26 (8.8%)

Table 5.7 Community of practice (quality commitment)

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
8.1	We take appropriate measures to protect the environment during work	6 (2.0%)	48 (16.2%)	67 (22.6%)	125 (42.2%)	50 (16.9%)
8.2	Within the department, we ensure employee safety	17 (5.7%)	27 (9.1%)	79 (26.7%)	137 (46.3%)	36 (12.2%)
8.3	Within the department, we continually work to improve working conditions.	14 (4.7%)	37 (12.5%)	60 (20.3%)	143 (48.3%)	42 (14.2%)
8.4	Within the department, we learn from our mistakes.	16 (5.4%)	20 (6.8%)	40 (13.5%)	166 (56.1%)	54 (18.2%)
8.5	Within the department, we recognise efforts to improve quality.	13 (4.4%)	24 (8.1%)	66 (22.3%)	156 (52.7%)	37 (12.5%)

Table 6.8 Collective intelligence (innovation)

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
9.1	There is encouragement from superiors for creating new ideas in the job.	19 (6.4%)	52 (17.6%)	56 (18.9%)	126 (42.6%)	43 (14.5%)

9.2	Within the department, we search for new ways to work and do business.	12 (4.1%)	38 (12.8%)	64 (21.6%)	146 (49.3%)	36 (12.2%)
9.3	Within the department, new ideas are effectively implemented.	16 (5.4%)	45 (15.2%)	88 (29.7%)	125 (42.2%)	22 (7.4%)
9.4	Within the department generating new ideas is recognised.	15 (5.1%)	48 (16.2%)	77 (26%)	126 (42.6%)	30 (10.1%)

5.5 ANALYSIS OF RESEARCH QUESTIONS (RQ)

This section focuses on the analysis of the research questions. To respond to the research questions, the inferential statistics method using the Pearson Correlation was employed to examine the level of the relationship between the variables.

5.5.1 RQ 1 - The relationship between talent identification and collective intelligence

Research question one and objective one was formulated to establish the relationship between talent identification and collective intelligence. Table 5.10 shows the outcome of Pearson's correlation on the relationship between talent identification and collective intelligence of the selected retail stores in KwaZulu-Natal, South Africa.

Table 5.9 Correlation between talent identification and collective intelligence

Variable A	Variable B	Pearson's correlation	P-value
Talent identification	Collective intelligence	0.628	< .0005

Correlation is significant at 0.01 level (2-tailed).

Source: Authors' compilation

The correlation coefficient in Table 5.10 revealed that there is a significant positive relationship between talent identification and collective intelligence at ($r = 0.628$, $N = 296$, $p < 0.0005$). This result implies that talent identification in place in the selected retail stores influences collective intelligence. This could mean that the organisations are leveraging the power of talent identification in finding the right skills for the job which enhances the collective intelligence of the retail stores. Based on this outcome, research question one which sought to establish the relationship between talent identification and collective intelligence is answered. Previous empirical studies suggest that talent identification and collective intelligence are viable strategies that could be adopted by organisations to achieve competitive advantage (Secundo et al., 2016; Tyskbo, 2021; Uddin & Arif, 2016). In similar vein, Chujfil and Meinel

(2015) argue that collective intelligence is used by organisation as a management strategy to enhance individual and team cognitive and innovative ideas which would result in improved organisational performance (Shayanipour, Imani & Karimzadeh, 2017).

5.5.2 RQ 2 – The link between talent identification and talent development at selected retail stores

Research question two explored the link between talent identification and talent development in the selected retail stores. Table 5.11 showcases the outcome of Pearson’s correlation which was employed to explore the relationship among the two constructs.

Table 5.10 Pearson correlation coefficient

Variable A	Variable B	Pearson’s correlation	P-value
Talent identification	Talent development	0.689	< .0005

Correlation is significant at 0.01 level (2-tailed).

Source: Authors’ compilation

Table 5.11 revealed the result of the Pearson correlation coefficient analysed. According to the statistical analysis illustrated in Table 5.11, the correlation coefficient between talent identification and talent development depicts a significant positive relationship at ($r = 0.689$, $N = 296$, $p < 0.0005$). This result implies that there is a link between talent identification and talent development in the selected retail stores. Consistent with this finding, Golik and Blanco’s (2014) suggest that talent identification is a crucial element for effective talent development. The finding of a similar study by Bersin and Chamorro-Premuzic (2019) revealed that their ability to detect new talent could contribute to the overall performance of an organisation. Hence, talent attraction, retention and development have been identified as a significant measurer of organisational success (Nilsson & Ellström, 2012; Vaiman, Scullion & Collings, 2012). King (2016) examined the strategic talent management on the psychological contract, and employee organisation relationship. The finding of the study revealed that psychological contract is influenced by talent identification, and career development. Based on this finding, research question two, which aimed to establish the link between talent identification and talent development in the selected retail stores, is answered.

5.5.3 RQ 3 - The influence of talent development on a community of practice at the selected retail stores

Research question three sought to establish the influence of talent development on a community of practice at the selected retail stores. Table 5.12 illustrates the outcome of Pearson's correlation test which was conducted to explore the relationship among the constructs.

Table 5.11 Pearson correlation coefficient

Variable A	Variable B	Pearson's correlation	P-value
Talent development	Community of practice	0.660	<.0005

Correlation is significant at the 0.01 level (2-tailed).

Source: Authors' compilation

Table 5.12 depicts the outcome of the Pearson Correlation Coefficient on the relationship between talent development and collective intelligence. The Pearson correlation revealed a significant positive relationship between talent development and collective intelligence in the selected retail stores at ($r = 0.660$, $N = 296$, $p < 0.0005$). This implies that talent development influences community of practice in the selected retail stores. Various empirical studies such as Secundo, Dumay, Schiuma and Passiante (2016), and Sparrow and Makram (2015) revealed that the pattern of thinking - independently and cooperatively - sees to the fact that knowledge sharing is vital for the growth of the selected retail stores. In addition, Tansley (2011) emphasised that mutually engaged social learning processes, developing talents, building networks, and sharing information and ideas are essential sources of boosting organisational performance and productivity. Based on this result, a response has been provided to research question three.

5.5.4 RQ 4 - A link between talent management strategies and collective intelligence

Research question four was framed to examine the association between talent management strategies and collective intelligence. Table 5.19 illustrates the outcome of Pearson's correlation.

Table 5.12 Pearson correlation coefficient

Variable A	Variable B	Pearson's correlation	P-value
Talent management strategies	Collective intelligence	0.650	<.0005

Correlation is significant at the 0.01 level (2-tailed).

Source: Authors' compilation

The illustration in Table 5.13 shows the result of the Pearson correlation coefficient between talent management strategies and collective intelligence. The table shows that there is a significant positive link between talent management strategies and collective intelligence in the selected retail stores at ($r = 0.650$, $N = 296$, $p < 0.0005$). This empirical finding indicates that talent management strategies enhance employees' collective intelligence thereby contributing to organisational performance. This outcome shows how effective talent management strategies can impact employees' collective intelligence and the overall performance of the selected retail stores. Previous studies suggest that, the effectiveness of organisational management strategies informed the competitive edge such organisation would have over competitors thereby building the firm's image as employer of choice (Uddin & Arif, 2016; Secundo et al., 2016). In other words, organisations are able to compete externally by ensuring that various elements of their talent management are aligned with the corporate strategy (Stahl et al., 2012). Based on this outcome, research question four is answered.

5.5.5 RQ 5 – The mediating influence of collective intelligence on the interplay between talent management strategies and the retail sector performance

Research question five of this study explored the extent to which collective intelligence mediates the relationship between talent management strategies and retail stores' performance. To respond to the research question, the Pearson Correlation Coefficient test was conducted to determine the level of association among the constructs. Table 5.14 illustrates the outcome of the Pearson's correlation test.

Table 5.13 Pearson correlation coefficient among the main constructs in this study

Variables	1	2	P-value
Talent management strategies	-		<.0005
Collective intelligence	.650	-	
Performance	.620	.736	

Correlation is significant at the 0.01 level (2-tailed).

Source: Authors' compilation

Table 5.14 illustrates the level of relationships among the constructs in research question five which was aimed at establishing the mediating influence of collective intelligence on the link between talent management strategies and the retail stores' performance. The correlation coefficient between talent management strategies and collective intelligence revealed a significant positive relationship at ($r = 0.650, p < 0.0005$). Similarly, the correlation coefficient between talent management strategies and the selected retail stores' performance indicates a significant positive association ($r = 0.620, p < 0.0005$). In addition, the relationship between collective intelligence and the selected retail stores' performance in KZN also revealed a significant positive association at ($r = 0.736, p < 0.0005$). The finding of a similar study conducted by Lee and Jin (2019) revealed that components of collective intelligence (participation, sharing, and co-creation) significantly mediate between the relationship components of motivation and components of innovation. Similarly, Boulesnane, Bouzidi and Varinard (2012) also indicated that the components of collective intelligence (collective intelligence capabilities and knowledge management capabilities) create superior value in improving organisational effectiveness. A similar study conducted by Adhiatma and Tjahjono (2020) argue that cognitive collective engagement mediate the relationship between three organisational strategy and innovation performance.

5.6 TEST OF HYPOTHESES

Five hypotheses were formulated and tested to be able to explore the paths among the constructs measured in this study. The hypotheses formulated were tested using variance-based structural equation modelling, otherwise referred to as Partial Least Square (PLS). SmartPLS software was used to explore the path analysis among all the constructs measured in this study. The following are the hypotheses formulated:

- H1: Talent identification/recruitment and selection significantly influence collective intelligence/innovation.
- H2: Talent identification/recruitment and selection significantly influence organisational performance.
- H3: Talent development/training development and education significantly influence collective intelligence/innovation.

- H4: Talent development/training development and education significantly influence organisational performance.
- H5: Community of practice/quality commitment significantly influence collective intelligence/innovation.
- H6: Community of practice/quality commitment significantly influence organisational performance.
- H7: Collective intelligence/innovation significantly influence organisational performance.
- H8: Collective intelligence mediates the interplay between talent management strategies and organisational performance.

The section below presents the assessment of the measurement model.

5.6.1 Assessment of the measurement model

The measurement model consists of 26 items representing five latent variables: talent identification/recruitment and selection; talent development/training development and education; community of practice/quality commitment; collective intelligence/innovation; and organisational performance. The internal consistency of the model was evaluated using Cronbach's alpha and composite reliability. Convergent validity of all constructs was ascertained using the average variance extracted (AVE). Table 5.15 illustrates the reliability and validity of the constructs measured in this study.

Table 5.14 The reliability and validity of the constructs measured in this study

Latent Variable	Indicators	Convergent Validity			Internal Consistency		Discriminant Validity
		Loadings	Indicator Reliability	AVE	Composite Reliability	Cronbach's Alpha	
		> 0.70	> 0.50	> 0.50	0.60-0.90	0.60-0.90	
Talent Identification (Recruitment and Selection)	RS 1	0.784	0.615	0.642	0.915	0.888	Yes
	RS 2	0.796	0.634				
	RS 3	0.803	0.645				
	RS 4	0.865	0.748				
	RS 5	0.805	0.648				
	RS 6	0.749	0.561				
Talent Development (Training, Education, and Career Development)	TDE 1	0.733	0.537	0.681	0.927	0.906	Yes
	TDE 2	0.863	0.745				
	TDE 3	0.806	0.650				
	TDE 4	0.845	0.714				

Development & Education)	TDE 5	0.856	0.733				
	TDE 6	0.842	0.709				
Community of Practice	QC 1	0.796	0.634	0.73	0.931	0.907	Yes
	QC 2	0.866	0.750				
	QC 3	0.874	0.764				
	QC 4	0.869	0.755				
	QC 5	0.864	0.746				
Collective Intelligence (Innovation)	Innov_1	0.862	0.743	0.73	0.931	0.896	Yes
	Innov_2	0.858	0.736				
	Innov_3	0.902	0.814				
	Innov_4	0.868	0.753				
Organisational Performance	CBPA 1	0.856	0.733	0.76	0.927	0.896	Yes
	CBPA 2	0.861	0.741				
	CBPA 3	0.891	0.794				
	CBPA 4	0.835	0.697				
	CBPA 5	0.876	0.767				

As shown in Table 5.15, the reliability of all constructs was measured using Cronbach's alpha and composite reliability. The Cronbach's alpha for all constructs was above the threshold of 0.7. For emphasis, the Cronbach's alpha for talent identification is 0.89, talent development is 0.91, community of practice is 0.91, collective intelligence is 0.90, and organisational performance is 0.90, respectively. These results imply that the scales adapted to measure the constructs in this study are reliable. The internal consistency of the scales was further confirmed through composite reliability. The outcome of the composite reliability is consistent with the result of the Cronbach's alpha, which confirmed the internal consistency of the scales used in this study.

The AVE was conducted to ascertain the convergent validity of the research instrument. The AVE for all the constructs is above the acceptable threshold of 0.5, which is evidence of the validity of the research instrument. In addition, the EFA conducted showcased good loadings as the loading for each item is > 0.7 .

The structural model in Figure 5.7 below showcases the path coefficient among the constructs.

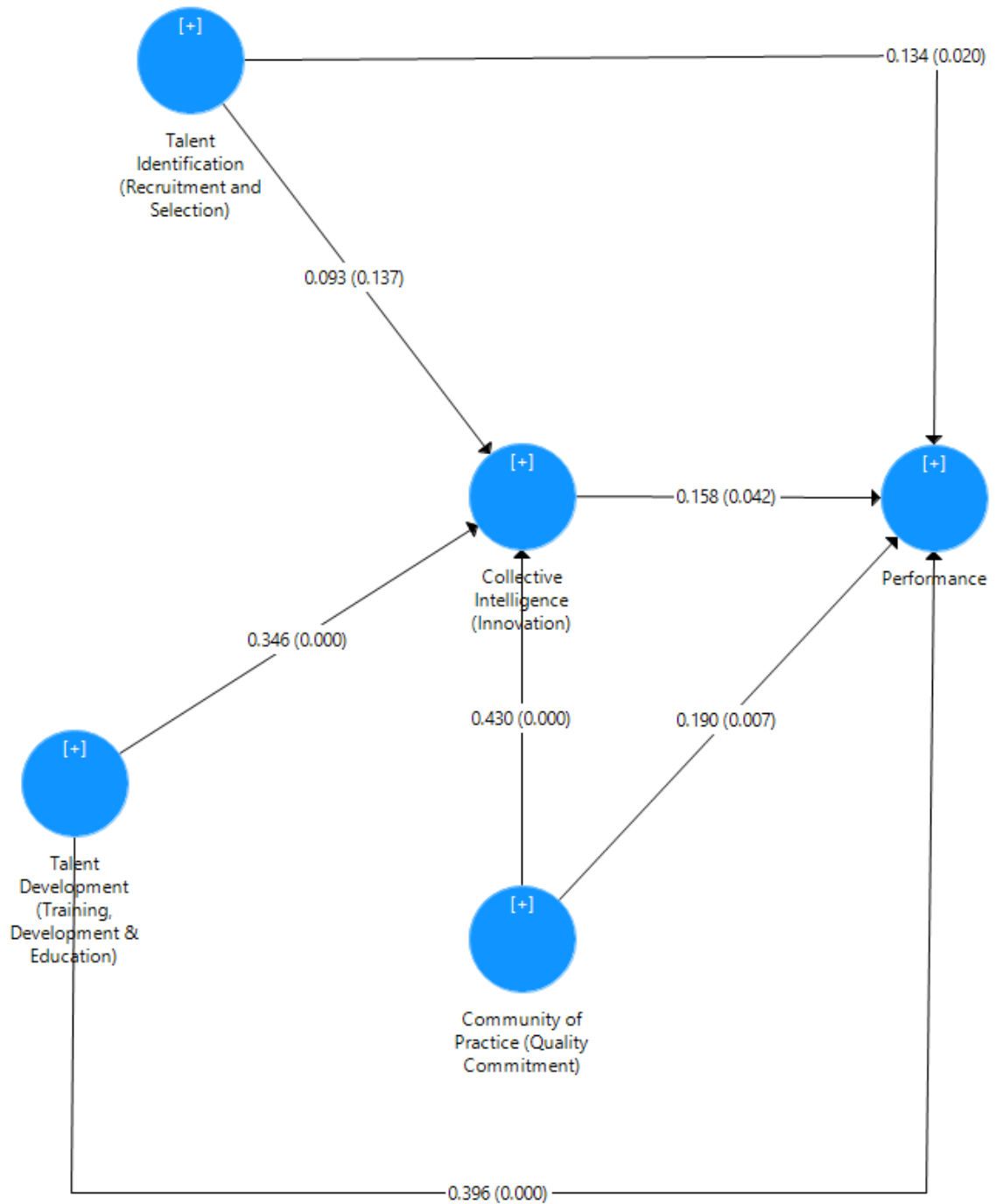


Figure 5.7 Structural model

Given the constructs' reliability and validity, the structural model in Figure 5.7 is evaluated to assess the path coefficients. First, Collinearity issues are examined in the model to ensure the VIF values of the predictor variables on the endogenous variables. The result shows all VIF values are below the threshold of 5, therefore, indicating that collinearity among the predictor constructs is not an issue in the structural model.

Table 5.15 Collinearity statistics (VIF)

	Collective intelligence (innovation)	Performance
Collective intelligence	-	2.559
Community of practice (quality commitment)	2.169	2.641
Talent development (training, development & education)	2.191	2.497
Talent identification (recruitment & selection)	2.349	2.371

Secondly, considering there are no collinearity concerns, a bootstrapping with 5000 resamples was conducted in SmartPLS3 to test the significance of the model’s path coefficients. The result of the path coefficients is presented in Table 5.17.

Table 5.16 Path coefficients of the structural model

	Path coefficient	T Statistics (O/STDEV)	P Values	Significance (p < 0.05)
H1	0.093	1.488	0.137	NO
H2	0.134	2.336	0.020	YES
H3	0.346	5.242	0.000	YES
H4	0.396	6.907	0.000	YES
H5	0.430	6.258	0.000	YES
H6	0.190	2.683	0.007	YES
H7	0.158	2.037	0.042	YES

R² values – Collective intelligence (0.609), Organisational performance (0.602)

As shown in Table 5.17, the path coefficient from talent identification to collective intelligence indicates ($r = 0.093$, $p > 0.05$). Based on the outcome of this statistical analysis, the path from talent identification to collective intelligence is statistically insignificant. This implies that the talent identification mechanism in place at the selected retail stores does not influence the employees’ collective intelligence. Therefore, hypothesis one (H1) which states that talent identification influences collective intelligence is not supported. However, the path from talent identification to organisational performance revealed a statistically significant relationship at ($r = 0.134$, $p < 0.05$). This is an indication that the talent identification measures put in place by the management of the selected retail stores influence the retail stores' performance. Based on this outcome, hypothesis two (H2) is supported.

The path coefficient from talent development to collective intelligence shows that talent development significantly influences collective intelligence at ($r = 0.346, p < 0.001$). This outcome supports hypothesis three (H3), as talent development has a significant positive influence on the collective intelligence of the selected retail stores in KZN. Similarly, the path coefficient from talent development and organisational performance shows that talent development has a significant positive influence on the performance of the selected retail stores in KZN, South Africa ($r = 0.396, p < 0.001$). Based on this result, hypothesis four (H4) is supported.

The path coefficient from the community of practice and collective intelligence illustrates a significant positive association at ($r = 0.430, p < 0.001$). In other words, the community of practice in the selected retail stores has a significant positive influence on collective intelligence. Given this outcome, alternative hypothesis five (H5), which states that the community of practice significantly influences collective intelligence is supported. The relationship between the community of practice and the selected retail stores' performance also shows a significant positive relationship ($r = 0.190, p < 0.01$). This implies that the community of practice has a significant positive influence on the selected retail stores' performance. Therefore, the alternative hypothesis which states that the community of practice influences organisational performance is affirmed.

Furthermore, going by the R^2 values, the structural model accounts for 60.2% of the variance in the Performance variable. Furthermore, the predictor variables of talent identification, talent development, and community of practice jointly account for 60.9% of the variance in collective intelligence.

Hypothesis eight (H8) of this study explored the extent to which collective intelligence mediates the relationship between talent management strategies and the retail stores' performance. To test the hypothesis, a regression analysis was conducted. The results are shown in Tables 5.18a, b and c.

Table 5.17 a: Regression analysis of the influence of talent management strategies on collective intelligence

OUTCOME VARIABLE: Collective Intelligence						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.6504	.4230	.4757	215.5491	1.0000	294.0000	.0000
Model						
	coeff	Se	T	P	LLCI	ULCI
Constant	1.3759	.1438	9.5674	.0000	1.0929	1.6590
Tal_Mgt	.6424	.0438	14.6816	.0000	.5563	.7285

Table 5.17b: Regression analysis of the joint influence of talent management strategies and collective intelligence on performance

OUTCOME VARIABLE: Performance						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.8021	.6433	.2617	264.2381	2.0000	293.0000	.0000
Model						
	coeff	Se	T	P	LLCI	ULCI
constant	.5957	.1222	4.8771	.0000	.3553	.8361
Tal_Mgt	.3892	.0427	9.1104	.0000	.3051	.4733
Col_Inte	.4372	.0433	10.1068	.0000	.3521	.5223

Table 5.17c: Indirect effect of collective intelligence on the relationship between talent management strategies and performance

TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y				
Indirect effect(s) of X on Y:				
Effect	BootSE	BootLLCI	BootULCI	
Col_Inte	.2808	.0356	.2142	.3584

Source: Authors' compilation

Regression analysis was used to test the mediating effect of collective intelligence on the relationship between talent management strategies and organisational performance. The results

as illustrated in Table 5.18a show that talent management strategies significantly predict collective intelligence ($B = .642$, $SE = .044$, $p < 0.05$). Table 5.18b shows that collective intelligence ($B = .437$, $SE = .043$, $p < 0.05$) and talent management strategies ($B = .392$, $se = .043$, $p < 0.05$) are significant predictors of organisational performance. Furthermore, approximately 64% of the variance in performance is accounted for by talent management strategies and collective intelligence ($R = .64$). The indirect effect was tested using a percentile bootstrap estimation approach with 1000 samples implemented with the PROCESS macro Version 3 (Hayes, 2017). The result as shown in Table 5.18c shows the indirect coefficient was significant ($B = .280$, $SE = .035$, 95% CI = .214, .358). Therefore, talent management strategies are associated with the organisational performance that was approximately .28 points higher as mediated by collective intelligence.

5.7 ANALYSIS AND INTERPRETATION OF QUALITATIVE DATA

This section provides detailed explanations of the analysis of qualitative data collected using semi-structured interviews on talent management strategies. So many questions come to the fore when it comes to talent management. For instance, what is talent? How do you identify talent? How can talent be managed and sustained, etc. For these questions to be unpacked, insights, as well as handling experience, are required. Therefore, the interview conducted comprises the responses from executive directors, senior managers, senior directors, and directors of some selected retail stores. The questions were asked to generate relevant and required responses from the study participants.

The study participants were briefed about the requirements and the procedures of the interviews and their confidentiality and anonymity were assured before the interviews were conducted. Also, the ethical requirements of UKZN were strictly adhered to. Each interview took approximately 45 minutes. An audio recorder was used to record the interviews. The recorded interviews were transcribed in Microsoft word document before uploading into the Nvivo 12 software. The NVivo software was helpful in coding and organising the transcribed data into themes and sub-themes. Axial coding was valuable to establish the dominant themes and relationships among the open codes through the use of grounded theory as developed by Strauss and Corbin (1998).

The main themes emerging from the qualitative data analysis are depicted in the project map (Figure 5.8) below.

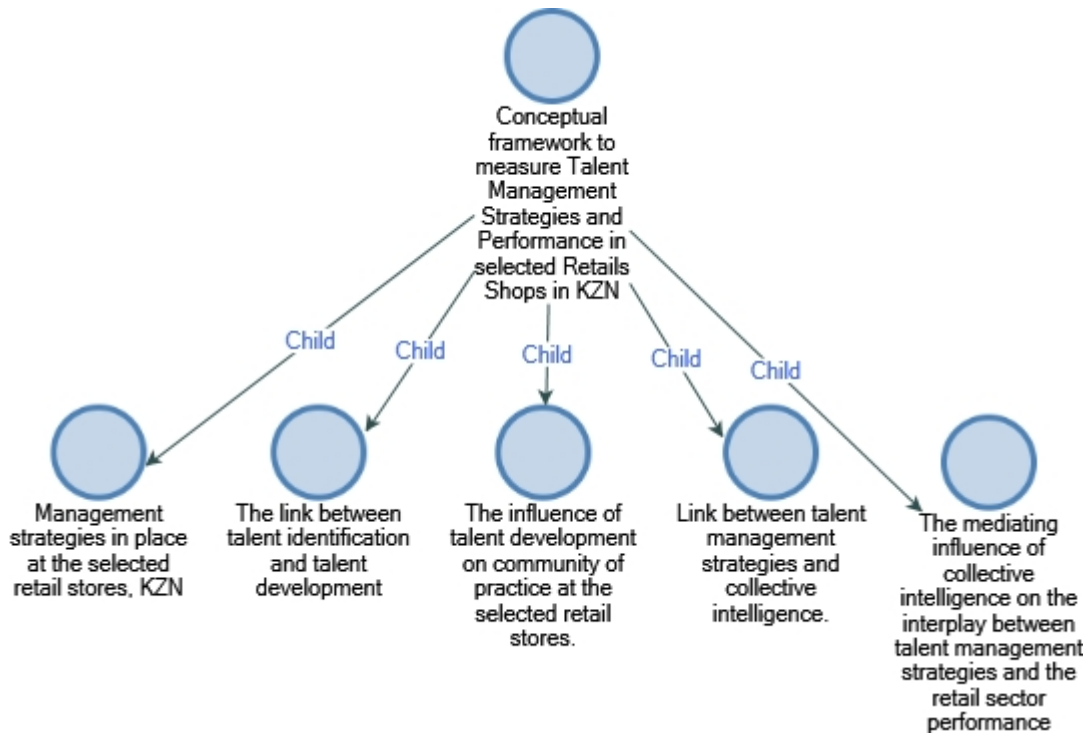


Figure 5.8: Project map

Figure 5.8 illustrates the main themes that emerged from the qualitative data collected. The main themes include; the management strategies in place at the selected retail stores; the link between talent identification and talent development; the influence of talent development on the community of practice; the link between talent management strategies and collective intelligence. Each of the main themes is depicted below.

5.7.1 Management strategies at the selected retail stores

The first theme showcases the responses provided by the study participants on the talent management strategies put in place at the selected retail stores. Talent management strategies have been identified as one of the most debated topics in human resource management practice (Serrat 2017; Veluchamy & Krishnan, 2016). In addition, it has been empirically proven that survival, as well as the competitiveness of any organisation, is grossly dependent on the quality of its employees (Serrat, 2017). It is therefore pertinent that an organisation attracts the right people to fill up their essential positions. In other words, an organisation must operate with the maxim that says, ‘a right peg in the right hole’. To achieve this, there must be strategies that

are strategically crafted to identify, attract, recruit, select and retain talent in an organisation. The first objective, therefore, revealed the talent management strategies deployed by the selected retail stores.

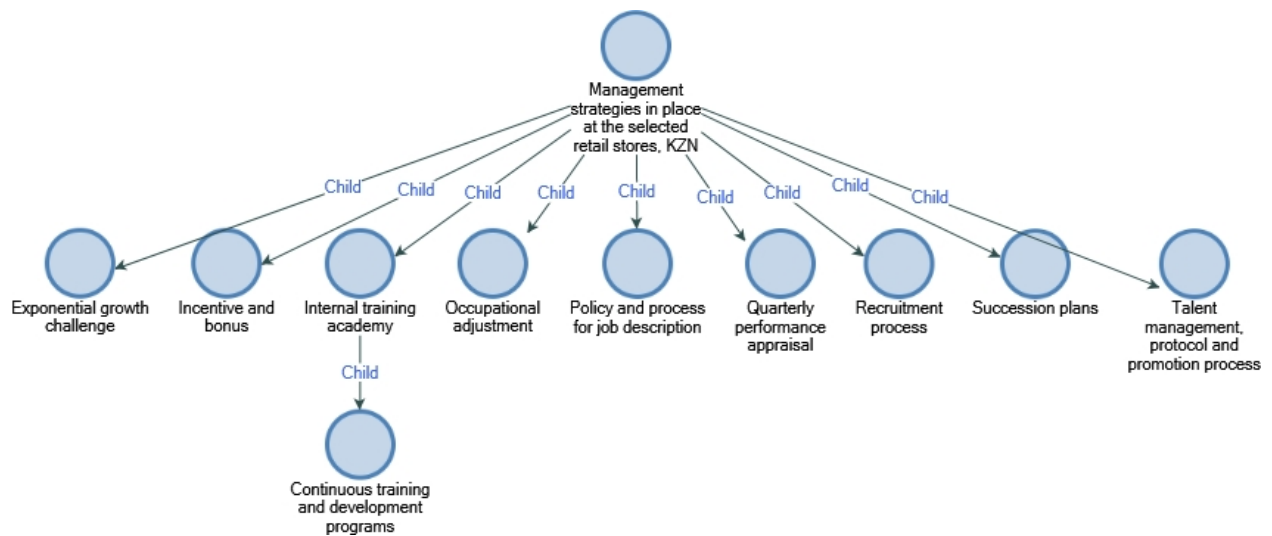


Figure 5.9: Management strategies in place at the selected retail stores

Figure 5.9 above reveals the themes that emerged from the responses of the participants in the interview conducted to investigate the talent management strategies adopted at the selected retail stores. The themes generated are: Exponential growth challenge, incentive and bonus, internal training academy (a sub-theme: continuous training and development programs also emerged), occupational adjustment, policy and process for a job description, quarterly performance appraisal, recruitment process, succession plans, and talent management protocol and promotion process. Details of these themes are explained below.

5.7.1.1 Exponential growth challenge

This theme revealed that where management fails to put in place constant training as a strategic policy, the organisation is bound to experience talent shortage, due to lack of experienced trainers within the organisation.

One of the respondents sums it up by saying *“In the organisation, training and development hasn’t been a focus area in the last four years so a lot of it is practical experience where one body’s another and teach them. They also got the challenge with exponential growth in the organisation where there is not enough people that are trained within the organisation to body another one”*. However, there are policies in place for every new employee on their job

description. It is ensured that every new employee passes through induction and assessment on the job description and are attached to a trainer for fast and easy training.

According to one of the respondents *“There are policies and processes for every function tied to a job description, so every new person has a detailed job description. They go for the entire training, get assessed on the training before starting their position and then they body someone to accelerate their training. It is not just 100% practical training or rather, it’s 50% theoretical and 50% practical until one is well equipped to understand and do their job effectively.*

5.7.1.2 Incentive and bonus

This is one of the talent management strategies that emerged from the interview. It reveals that employees are effective and efficient when they are happy with their jobs. One of the ways an employee can be encouraged for hard work is through incentives and bonuses. Talents are attracted and retained in an organisation through this strategy. Organisations regularly use incentives and bonuses to motivate employees (Nosenzo, 2016).

One of the respondents said, *“There is incentive and bonus every month when staff meets or exceeds their targets”.*

5.7.1.3 Internal training academy

The interview shows that one of the strategies for retaining talent in an organisation is through training and development. According to Falola, Osibajo and Ojo (2014), training enhances employee performance in an organisation. This strategy was found to be prevalent in all the selected retail stores.

In the words of one of the respondents *“The organisation also provides ongoing and on-boarding training and development opportunities to the staff and currently has their own training academy”.* Another respondent corroborated this by saying *“The organisation also created a training centre to formalise training. They also send the staff for retail management/customer service courses”.*

5.7.1.4 Continuous training and development programs

This sub-theme was generated from the interviews to show the importance of continuous training in developing and retaining talents in an organisation. Training is a veritable tool in

ensuring peak performance, however, continuous training enhances the efficiency and the effectiveness of the performance.

A respondent had this to say on continuous training as a strategy for talent management *“The organisation does ongoing training in the head office and also when there is something new employees are always trained for that and be aware of all the new technology. For example, when the company is linked with web ticket.*

To another respondent *“The Company doesn’t basically hire managers outside the business. People come as general assistants from there they train them to do administration work, promote them to administrative managers and some as regional managers to oversee like five or six stores. So, they develop internally most of the time.*

5.7.1.5 Occupational adjustment

This theme revealed from the interviews as a talent management strategy within the organisation that identifies potentials and encourages hard work through job upgrades and promotion. This strategy helps the organisation to grow, manage and retain its internal talent. One of the interviewees revealed that the organisation monitors the performances of all the employees and identify those with potentials and immediately upgrade them to take up higher responsibilities. This is reflected in response of one of the respondents, *“The organisation also has what is called occupational adjustment where on a quarterly basis it identifies people within the business that have a potential to grow and a lot of them are general assistants because they take them at the lowest rate, and monitor their performances and allow them to grow. All the regional managers started with the organisation from the initial stage at work and worked the process to become the regional managers”.*

5.7.1.6 Policy and process for job description

The interview also reveals that there are policies and processes put in place to develop talents within the organisations. Every new intake into the organisation has his/her job description. They are, however, taken through the rudiment of the job by an attached supervisor who takes them through. In the direct words of one of the respondents *“There are policies and processes for every function tied to a job description, so every new person has a detailed job description. They go for the entire training, get assessed on the training before starting their position and then they body someone to accelerate their training”.*

5.7.1.7 Quarterly performance appraisal

Performance appraisal is a regular and timely check on the performance of an employee in relation to the job description and the overall contributions to the organisation (Silver, 2019). Appraisal generally is a strategy that helps an organisation keep a tab on the employee's growth and achievement. The interview revealed that the strategy is prevalent among the selected retail stores. This is majorly done on a quarterly basis and it sometimes comes with benefits such as promotions and incentives. One of the respondents stated: *"They have performance appraisal in place which is conducted on a quarterly basis"*.

5.7.1.8 Recruitment process

One of the sure ways of having talents in an organisation is through recruitment and selection. In other words, it means hiring the right people. At this stage, after a company advertises for a vacant position, applications are gathered, interviews conducted then selection and recruitment. Here, only qualified candidates are eventually recruited. The data analysed shows that this strategy is in place in all the selected retail stores. According to one of the respondents *"The organisation undergoes due selection process to select appropriate employees that are appropriate within the culture of the organisation"*.

5.7.1.9 Succession plans

The data analysed revealed that succession planning is a strategy in place in the selected retail stores. This strategic plan helps organisations to evaluate their current workforce ability with their future workforce needs. The response of one of the respondents says it all: *"Also the company has on-boarding and succession planning in place"*.

5.7.1.10 Talent management protocol and promotion process

The interview revealed that this strategy is used to identify, manage and retain talents within the organisation. It is used to encourage hard work among the employees. Also, this mechanism takes care of conflict. Conflict is expected as a natural phenomenon anywhere there is human interaction, however, it differs from one society to another (Munbanga, 2017). The interviews further reveal this strategy as one of the ways to nip in the bud conflicts that can cause employee turnover. When there is minimal employee turnover, talents are retained within the system.

Therefore, conflict resolution mechanism is entrenched in the system. One of the respondents says that *“The organisation has a talent management protocol and promotion process. Since it is a retail business, a lot of the staff are at the operations and stores and they have a protocol called talent management and promotion process, where the store managers have the opportunity to identify potential talent in the business and then they recommend it to the higher authority”*.

5.7.2 The link between talent identification and talent development

The second main theme aimed at determining the link between talent identification and talent development. Five sub-themes emerged from the data analyses. These include: abilities and skills to bridge the talent gap, appraisal as an indicator for talent gap, identification and development of talents by the company, motivation from experienced line managers and qualification as an indicator for talents gap. These themes are diagrammatically below:

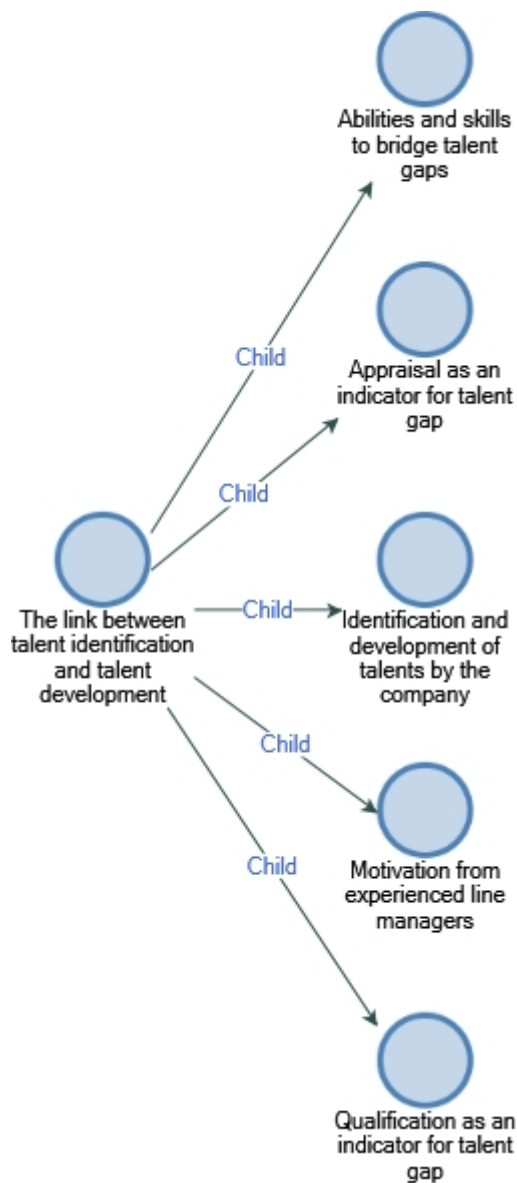


Figure 5.10 The link between talent identification and talent development

5.7.2.1 Abilities and skills to bridge the talent gap

This theme simply shows the pro-activeness of the organisation by identifying skills and abilities in staff members and help develop such skills and abilities to meet the talent need of the organisation. A respondent confirmed the effectiveness of this strategy by saying “*The organisation spots skills and abilities in the staff and train them for that, thereby giving them skills to bridge the talent gap in the organisation*”.

5.7.2.2 Appraisal as an indicator for the talent gap

The analysed data revealed the need for regular and periodic performance appraisals. Performance appraisal helps the organisation to have full knowledge of the abilities and skills

inherent among their employees. It also helps the organisation to determine the appropriate training required to meet the talent gap in the organisation. According to Juneja (2016), performance appraisal assists organisations in determining the right action to take in managing talent gaps.

5.7.2.3 Identification and development of talents by the company

Identifying and developing highflyers in an organisation has a far-reaching advantage in achieving organisational goals and objectives (Wolstencroft, 2002). The analysed data revealed that the organisations involved in the interviews identify talents within their system using skills and abilities as indicators, and also allow developing the potentials through training and higher responsibilities. The respondents explained the following *“The Company identifies or spots the talent and skills as well as abilities and a desire in employees and they acknowledge the potentials and elevates them to that particular position by giving them the opportunity to prove and develop themselves in that particular position. Or if employees show interest or potential in a certain area, the company will give them the opportunity to prove themselves”*.

5.7.2.4 Motivation from experienced line managers

This theme emerged as a link to talent identification, management and development. When employees are motivated, they give their best. Employee motivation is the key to employee performance and development. According to Bob Nelson, “An employee’s motivation is a direct result of the sum of interactions with his or her manager”. This was also corroborated by one of the respondent who said: *“And most importantly the experience and motivation from the line managers because line managers play a critical role in identifying these talents and motivating for promotion in the sense that if they see that the department is growing, they look at the person who is contributing the best in the department and they will identify people within that department”*.

5.7.2.5 Qualification as an indicator for talents gap

The data revealed that qualification is used to attract, access, select, recruit and place talent to key positions within an organisation. It helps also to reveal potentials and to manage them. One of the responses shows this, *“The organisation goes for minimum qualification of matric and*

any qualification like diploma and any higher degree so that they can see the potential for them to develop and grow”.

5.7.3 The influence of talent development on a community of practice at the retail stores

This theme focuses on the influence of talent development on a community of practice at the selected retail stores. It has been proven empirically that there exists a significant relationship between talent management and the work environment (Poisat, Mey & Sharp, 2018). The following sub-themes were generated from this objective: job creation opportunities, regular checks for staff retention, formulations of approaches for talent recruitment and retention, continuous training, regular promotion, reward for hard work and strong community support system.

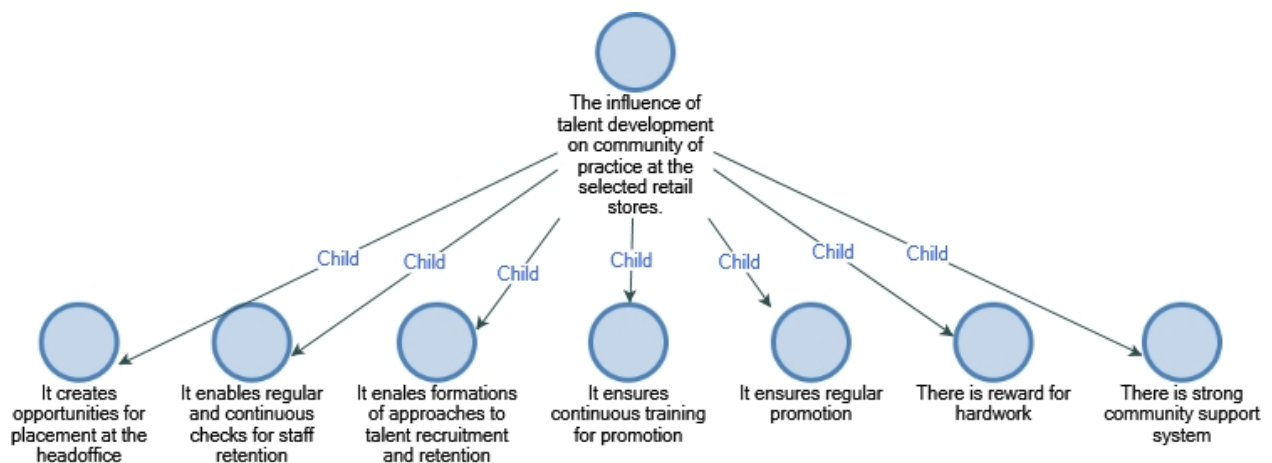


Figure 5.11: The influence of talent development on community of practice

5.7.3.1 Job creation opportunities

The analysed data revealed that one of the influences of talent management concept and development on its community of practice is opportunities for jobs. Management reshuffles and moves staff around based on their skills, abilities and potentials. This also creates opportunities for vacancies and openings for both internal and external talents. According to one of the respondents, “The organisation has an external company that does their recruitment for them. They also do internal vacancies within the group or place adverts in a newspaper. Basically, they do internal and external recruitment as well as through the internet, newspapers and online advertisements”.

5.7.3.2 Regular checks for customer and staff retention

This theme revealed that talent management and development ensure regular checks for potentials and skills, also for eventualities. In addition, it helps the management to keep a tab on every situation for immediate attention as it arises. This goes a long way to aid staff and talent retention. One of the respondents said: *“The company also runs food safety once every three months to ensure that whatever the customers are purchasing is food grade meaning that they will not pick up any food poisoning or materials found inside the food, will not be of any harm or danger to the customers. And the organisation looks at children first because they are more prone to be ill first. Inside the department, staff are not allowed to use household chemicals; the organisation has a company that is certified to supply them with chemicals that are safe even if a drop accidentally goes inside one’s food nothing is going to happen. So, the staff has to be trained for all of that”*.

5.7.3.3 Formulations of approaches for talent recruitment and retention

The analysed data showed that one of the ways that talent development and management influences its community of practice is through the development of approaches to recruit and retain talent. This was found to be common in most of the selected retail stores. For instance, one of the responses revealed this: *“The organisation does a lot of training across all the departments. Product knowledge, a lot of signage and advertising outside the stores and in the stores’ in-depth description. By hiring people that have required qualifications and experience to do the job. The company also promotes the employees on the job through hard work and improvement, and equally train them”*.

5.7.3.4 Continuous training, regular promotion

The need for training and continuous development in talent development and management cannot be over-emphasised. The analysed data revealed that this strategy is prevalent in all the selected retail stores. This approach helps an organisation to meet its immediate needs and also be abreast of developments especially in this era of the 4th industrial revolution, where technological innovations and development are inevitable. According to Mohl (2019), employee development in talent management is no longer an occasional event but rather a continuous and strategically planned strategy. One of the responses shows thus: *“The measure in place is the ongoing training. There is a training team that goes from store to store training*

the staff. The organisation also has external professionals who come to train the employees, and they send the employees on short term courses as well to educate themselves”.

5.7.3.5 Regular promotion

Talent development and management impact on the employees through promotions. This strategy aids talent retention. An employee becomes loyal and committed when he or she is satisfied. The outcome of this interview showed regular promotion as part of the benefits enjoyed by the employees of the selected retail stores. This is confirmed by one of the responses of the respondents: *“The company also promotes the employees on the job through hard work and improvement, and equally train them”.*

5.7.3.6 Reward for hard work

One of the ways employees are motivated is through a reward system. The employee reward system in an organisation impacts directly more on employee psychology, which invariably affects an employee’s job performance. This also helps in determining how much organisations fair in retaining a good number of their critical employees. One of the respondents sums it up thus, *“Currently the organisation is working on a profit share in the company where they get the higher management to be part of the growing company. So, their plan in the future is to give people shares in the company and that will be retaining some of the talent in the organisation as well as giving them a share of profit in the company. The organisation also currently has an incentive programme, so it drives employees to deliver. And the more they deliver, the company also benefits, and for everyone, it is a win”.*

5.7.3.7 Strong community support system and gender sensitivity

One of the findings from the analysed data is the community involvement in the retail stores for profit maximisation. The interviews revealed that community participation for improvement and productivity is greatly encouraged. The stores also show gender sensitivity by appropriating some opportunities to female folks. This was obtained in one of the responses, *“All of these people that are contributing or in progressive positions and creating an impact in the society and the community they live come and motivate, inspire and also share their knowledge with the organisation. So, the organisation tries to look for what are the weaknesses within the business and how they can get someone with that knowledge to share the knowledge with the organisation as well as how they can enhance on them. For example, we took a look*

at IT and how IT can be streamlined to enhance profitability in the business, so if you know your customer's basket size it can greatly influence how you direct promotions, how you capitalise on making these campaigns; how age adverts can be driven and how you can use different types of marketing, like before it was only in newspapers but now it is on another level like social media, bush telegraph. All of these tools drive one's business. Even how community involvement enhances profitability in business. Innovation and how to get community involved especially when creating a new store, they become part of it and as they embrace the culture, the organisation has a vision of creating jobs and they will also support that store and together everyone has a win-win. They shared knowledge of how to become an employer of choice and how does the organisation embrace the culture of diversity and gender equality. And currently, the company equity statistics over-invested in females so as to give the female the opportunity to grow”.

5.7.4 Link between talent management strategies and collective intelligence

The fourth main theme shows the link between talent management strategies and collective intelligence. Nine themes emerged from the analysed data. These represent: Community study and participation, complaints and dispute resolution mechanism, creation of forums for interaction and relationship, creation of mentorship programs and on the job training, interdepartmental relations and training, open-door policy for all, research and development department, suggestions and ideas for business growth and team building. These themes are explained below:

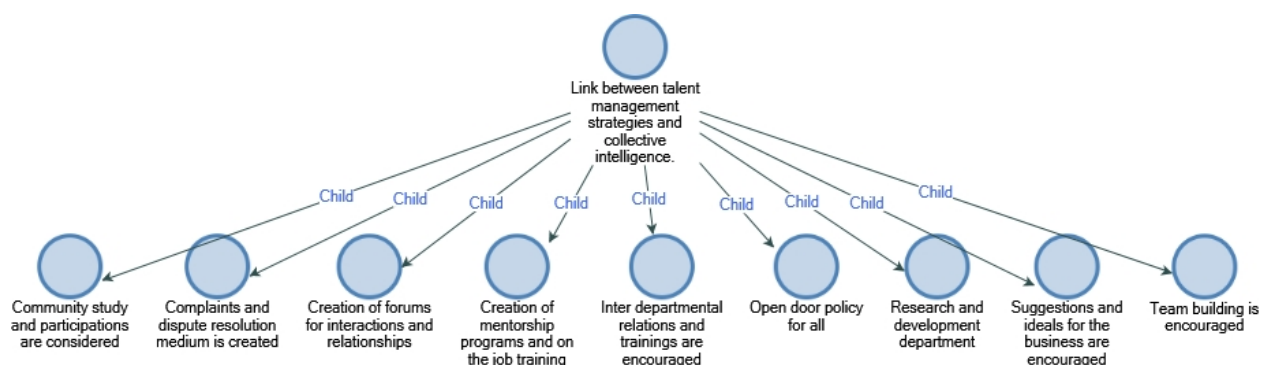


Figure 5.12: The link between talent management strategies and collective intelligence

5.7.4.1 Community study and participation

From the analysed data, this theme revealed that some of the selected retail stores use this strategy for talent management and development by engaging and encouraging the community in the area of job placement and talent retention. The involvement of the community of practice ensures tapping into collective resources of intelligence. One of the responses says: *“And the company tries to accommodate the people within the area so as to give a community-based income. Therefore, it becomes a support structure and something they can be identified with as a community”*.

5.7.4.2 Complaints and dispute resolution mechanism

The organisations set in place as a matter of strategy a conflict and dispute resolution medium to address conflict matters as they arise. One of the interviewees said: *“The organisation has weekly meetings with all the staff to identify any needs they have, and they try to resolve the needs immediately. So that aids the organisation in retaining their staff because they see the problems by that and tackles them at once”*.

5.7.4.3 Creation of forums for interaction and relationship

The findings showed this theme emerged as a vital talent management strategy that enhances talent retention and collective intelligence. The forum helps to foster unity, camaraderie, and development. It also helps to promote interaction and relationship where ideas are conceived, strategised and shared. For instance, one of the respondents said: *“By creating a forum in which you need key individuals in the business that are willing to communicate with the lower level staff and higher-level staff and communicate with them in a meeting. Or committee that chairs the forum and you share and exchange the ideas, solutions and problems they do not even know they have as well as create a platform like WhatsApp group or Facebook group or any other online social media platform for communication”*.

5.7.4.4 Creation of mentorship programs and on the job training

This theme relates to strategy germane to business success, whereby talents are encouraged to grow by the aid of a mentorship program and on the job training. This helps to create an atmosphere of opportunity and development which enhances talent retention. In other words, this is an art of coaching and tutoring employees for better and top-notch performance. This strategy presents the benefit of developing employee’s mental health, skills and capacities. The

analysed data showed that the selected retail stores put this into practice. This is evident in the responses of some of the respondents. One of the respondents said: *“By providing mentorship programme to mentor employees and share experiences with them to run the business effectively. Multitasking, in such a way that employees need to know the entire section and how the entire system operates. Giving them the privilege to experience other departments and to know what is going on in every facet of the organisation”*. Another respondent said, *“Undergoing some mentorship programme for the employees that are not experienced or confident enough to improve and perform better. They can also hold meetings to address issues that are peculiar to the organisation, share their experiences, information and ideas in the process and ways to improve the business”*.

5.7.4.5 Inter departmental relations and training

Friction exists anywhere there are human interactions. Organisations, therefore, do everything possible to ensure less friction among employees to achieve organisational goals and objectives. One of the ways to achieve this is through inter-departmental relations. According to Ahmed (2019), employees spend lots of time together, it is therefore important that they ensure a mutual understanding of the organisational benefits. When there are inter-departmental fluidity and camaraderie, success is achieved through collective intelligence. This is corroborated by the outcome of the interview where a respondent said, *“Because we are in a critical time where knowledge sharing is everywhere and if one’s organisation is not embracing them, they will be far behind. They also have top-line management and heads of departments, which is called a Connect session held every Wednesday”*.

5.7.4.6 Open door policy for all

An open-door policy allows for the free flow of information. Organisations adopt this policy and strategy to earn and develop employees’ trust. Also, it helps managers to receive critical information that demands urgent and immediate decision making. An open-door policy means a manager is easily accessible to every employee (Heathfield, 2019). This strategy has a lot of organisational benefits, especially in talent management and collective intelligence. The findings of the interviews support this view. According to one of the respondents, *“The organisation excels and also progresses in this area by having each other’s back, open-door policy and weekly meetings”*.

5.7.4.7 Research and development department

Having a research and development (R & D) department in an organisation is strategic and beneficial. Aside, the major function of due diligence before a new product or new market strategy is deployed or adopted, it also serves the dual function of ensuring and increasing employee productivity. This is a veritable tool when it comes to talent management and collective intelligence. The data analysed revealed that the selected retail stores also engage this all-important tool. One of the respondents said, *“The company also has a research and development department in place and employees are also encouraged to give their ideas to them. So, the research and development department, as well as the human resource department, are the key where the employees can leave their ideas and ways to improve the business”*.

5.7.4.8 Suggestions and ideas for business growth

This theme emerged to show that employees are given avenues and opportunities to contribute their quota to the success and growth of the selected retail stores. In other words, there is an opportunity for brainstorming which is a hallmark of collective intelligence. The outcome of the data analysed revealed this through the responses of the respondents. One of the respondents explained thus, *“There is an open-door policy and WhatsApp group where the organisation shares information and exchange ideas. The company also have a hotline where one shares their grievances or concerns, or information and every idea is acceptable”*.

5.7.4.9 Team building

Team building is essential for every organisation, especially in talent development, management and collective intelligence. It involves turning various individuals into a cohesive team. Team building helps to enhance bonding, communication as well as collaboration. It has the benefits of enhancing productivity, creativity and motivation. The findings of the interviews showed that team building exists in the selected retail stores. The respondents revealed this by saying, *“The organisation also engages in team building where the employees from all levels come together to have a braai and play games occasionally just to bond with each other”*.

5.7.5 The mediating influence of collective intelligence

The fifth main theme revealed the mediating influence of collective intelligence on the interplay between talent management strategies and the retail sector performance. Four themes emerged from this objective. These include: Detailed performance appraisal, formation of recruitment approaches, strategic policies and procedures, entry qualification.

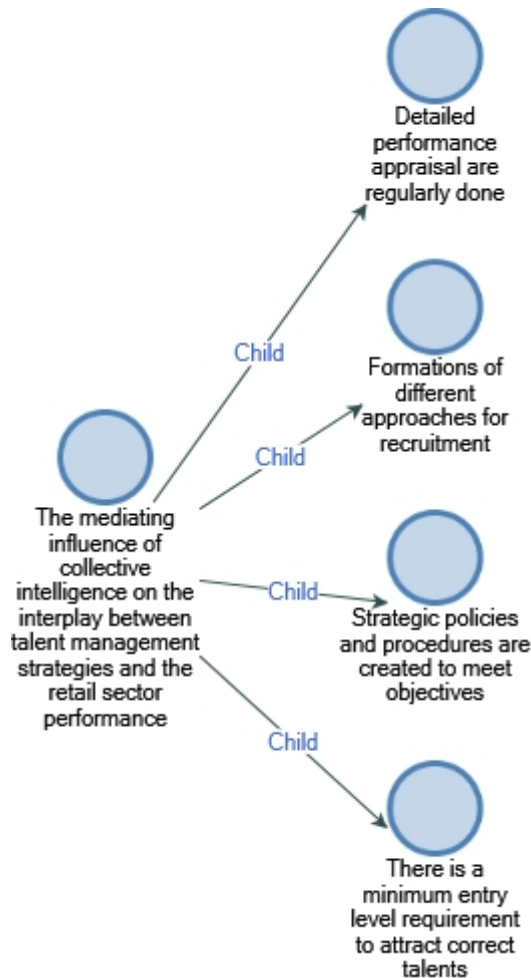


Figure 5.13: The mediating influence of collective intelligence

5.7.5.1 Detailed performance appraisal

Performance appraisal is a strategic evaluation for an employer to discover his or her strengths as well as weaknesses. The outcome of the interviews showed this is a mediating influence on collective intelligence and talent management strategies. Performance appraisal helps to keep tabs on performance records for rewarding hard work. According to one respondent, “*The organisation does staff appraisal on the details of employees work performances whether it is affecting the business or impacting on the business*”. The organisation goes to the extent of allowing employees to be shareholders in their organisation. This act goes a long way to enhance employees’ commitment and retention.

5.7.5.2 Formation of recruitment approaches

The analysed data revealed the influence of qualification on talent management strategy. This also shows the value placed on education and the organisation's quest for growth and development. A respondent said this concerning the selected retail stores, *"The new strategy of a minimum requirement of a diploma or a degree to apply for head office positions. Because when people come with formal education, it improves, and growth is much faster than people without formal education. Before the company used to take people with just matric and tried to develop them"*. Another respondent explained further thus: *"They also recruit fresh graduates and expose them to work experience as well as train them for the particular position they want to occupy. The organisation also has a training programme like a career path at the store level for them. It is like a certificate programme like Project management, Administration, Cashier offices, Business management and so on, so everyone has a choice to choose what they want to get exposed to"*.

5.7.5.3 Strategic policies and procedures

Policies and procedures are critical tools by which management directs the affairs of an organisation. The findings revealed that the selected retail stores have strategic policies and procedures that mediate the influence of talent management strategies. One of the responses shows this. *"The organisation currently has an external company that creates and revises all their policies and procedures. They also assist the organisation in disciplining and providing the organisation with the solutions for any issues they have within their stores. The company does not basically hire managers outside the business. People come as general assistants from there they train them to do administration work, promote them to administrative managers and some as regional managers to oversee like five or six stores. So, they develop internally most of the time"*.

5.7.5.4 Recruitment medium

The analysed data revealed that there are various media for recruitment. According to one of the respondents, the selected retail stores use different media to recruit for the stores. *"Create an advertising policy aside from internet like CV box at the store levels, a section where one can drop their CVs for easy approach and access. Also using social media platforms like Facebook to advertise. Going to campuses in a career expo to declare interest in a different department so that when they graduate, they can consider them for an internship. And*

basically, to relate more on social media to advertise and spot talents because of the age and time we are now”.

5.8 Comparisom of the Analysed Quantitative and Qualitative Datasets (Triangulation)

The outcome of the analysed quantitative and qualitative data sets showcased crucial aspects of data and methodological triangulations as shown below.

5.8.1 The link between talent identification and talent development

The outcome of the analysed qualitative and quantitative data revealed a link between talent identification (such as recruitment, selection, placement, etc.) and talent development (such as training and development, retention strategy, mentoring, etc.) employed by the selected retail stores. This finding was resonated by interview participant 3 who affirmed that the retail stores put a mechanism in place to spot talent which is recruited and subsequently allowed to develop. Based on this outcome, the purpose of employing a mixed-method research design in a study of this nature is achieved.

5.8.2 The relationship between talent development and community of practice

The Pearson’s correlation coefficient employed to establish the relationship between talent development and community of practice in the quantitative data analysis indicated a significant relationship between the two constructs as shown in Table 5.12. The outcome of the qualitative data analysis further confirms the relationship between talent development and community of practice.

5.8.3 Link between talent management strategies and collective intelligence

The results of the Pearson’s Correlation coefficient established an association between talent management strategies and collective intelligence as shown in Table 5.13. The relationship between the two constructs was significant at $p < 0.0005$. In addition, the qualitative data analysis on the link between talent management and talent identification showcases nine themes that depict the talent management strategies and collective intelligence indices in place at the retail stores surveyed.

5.9 Chapter Summary

This presented a detailed analysis of the data collected and the interpretations of the outcome of the analysed data. SPSS version 26, SmartPLS and NVivo 12 software were the tools of data analysis employed in this study. Descriptive statistics such as frequency distribution and percentages were valuable in the analysis of the demographic section of the data collected. Inferential statistics such as Pearson's correlation coefficient and variance-based structural equation modelling were employed to analyse the study respondents' responses on a scale. The NVivo 12 software was useful in analysing the qualitative data of this thesis. The next chapter presents the discussion of the findings.

CHAPTER SIX

DISCUSSION OF FINDINGS

6.1 INTRODUCTION

This chapter focuses on the discussion of findings based on the data analysis and interpretation of the results presented in Chapter Five of this study. The research questions and objectives were formulated such that when a research question is answered, the objective is also achieved. A comprehensive discussion is conducted to examine the extent to which this study's findings support previous empirical studies on the conceptual framework to measure talent management strategies and organisational performance in selected retail stores, in KwaZulu-Natal. In addition, it is important to establish the level to which the study findings align with past research findings and theories. An explanation is also provided on the extent to which the research findings align with the proposed framework aimed at measuring talent management strategies and organisational performance.

This chapter confirms whether the research questions were answered, and the research objectives achieved. The discussion of findings also shed light on whether the study hypotheses confirm or reject previous related studies and theories. The formulated and tested hypotheses helped to establish the relationship between talent identification and collective intelligence. The link between talent identification and talent development is also discussed as well as the influence of talent development on the community of practice. Also, the link between talent management strategies and collective intelligence; and the mediating influence of collective intelligence on the interplay between talent management strategies and the retail sector performance are discussed. The mediating variable (collective intelligence) in the SmartPLS analysis in Chapter Five helps to provide a discussion on the link between talent management strategies and performance in selected retail stores.

6.2 DISCUSSIONS RELATING TO THE RESEARCH QUESTIONS, OBJECTIVES AND HYPOTHESES

The research objectives and research questions in this study were formulated to ensure both align with each other. The hypotheses were formulated to be able to explore the paths among all the constructs measured in this study using the SmartPLS. A detailed explanation in relation to the research questions, objectives and hypotheses is presented below.

6.2.1 Talent identification and collective intelligence

Research question one was formulated to establish the relationship between talent identification and collective intelligence. Pearson's correlation coefficient was employed to establish the relationship between the two constructs. The result of the analysis indicated a significant positive relationship between talent identification and collective intelligence. This implies that the recruitment and selection of skilled employees could enhance the collective efforts of an organisation's workforce in the area of product development. However, the first step to identifying talent involves the identification of the talent needs of the organisation to be able to fill the talent gaps which could contribute to the realisation of the set goals of the organisation (Davis et al., 2016; Vaiman, Collings & Scullion, 2017). This result was corroborated by the outcome of the qualitative analysis. Findings from the qualitative analysis revealed that the organisations put in place talent identification mechanisms such as recruitment and selection strategy, and the employees are encouraged to build a career path through training and development. The career growth process is a function of collective intelligence initiative, and collective intelligence is one of the talent management strategies (Secundo et al., 2016).

Findings from both quantitative and qualitative analysis support the outcome of the study conducted by Flores, et al. (2015). The authors demonstrated the use of collective intelligence in the improvement of intelligence and behaviour that arise from a collaborative effort. Collective intelligence was found to mitigate the challenges of individual creativity. The finding of a similar study conducted by Thunnissen (2016) revealed that the identification of talent and the adoption of sets of talent management practices could enhance organisational outcomes. Van Zyl, Mathafena and Ras (2019) posit that talent identification is a strategic priority for any profit-making firm as it helps to align people management to the collective intelligence of an organisation which could result in improved performance.

The interlink between talent identification and collective intelligence further espoused the assumption of the resource-based theory, in which, the recruitment mechanism at the selected retail store forms the source for talent (resource) attraction, while strategic policies and procedures, detailed performance appraisal, and formation of recruitment approaches are the processes towards collective intelligence initiatives. The resource-based theory is an organisational concept for attracting the right talent towards organisational competitive advantage (Uddin & Arif, 2016).

6.2.2 Talent identification and talent development

The main aim of an organisational talent identification strategy involves the identification of potential talent high-flyers who can be part of the talent development programme of the organisation thereby contributing to the success of team members (Farndale et al., 2014; Thunnissen, 2016; Verma & Ahmad, 2016). Research question two and objective two were formulated to establish the relationship between talent identification and talent development. The Pearson correlation coefficient showcased a significant positive relationship between talent identification and talent development. In addition, the outcome of the qualitative analysis showed that an effective talent identification process enhanced employees' development through training and development systems within the selected organisations.

The positive and significant results support previous empirical studies on the relationship between talent identification and talent development. For example, King (2016) found that psychological contract is influenced by talent identification, and career development is witnessed through a series of significant events. In the same vein, Golik and Blanco's (2014) study on talent identification and development tool among 112 Argentina companies revealed that an increase in the talent identification process yielded a greater increase in the use of developmental tools. Results further indicate that the creation of a development department encourages the implementation of talent identification and development tools. Previous empirical studies on talent management have identified the relationship between talent identification and talent development (Aswathappa, 2013; Goodwin & Graebe, 2017; Zepeda, Bengtson & Parylo, 2012). While talent identification may be associated with a resource-based approach to attracting talented (resourceful) employees, talent development (training or education) is best suited to the human capital theory. The significant relationship between talent identification and talent development best explains the adoption of both approaches as a human capital development tool. Therefore, the recruitment and selection process could be referred to as the first step in achieving a resource-based organisation. Further, talent development is no doubt a human capital strategy for organisational performance as shown by the outcome of this study.

6.2.3 Talent development and community of practice

The outcome of the statistical analysis revealed a link between talent development and community of practice. In other words, talent development has a direct effect on the community of practice. An effective organisational talent development strategy could shape learning and knowledge sharing thereby achieving the goals of talent development such as creating high-performing employees in addition to developing, motivating and retaining highly skilled employees (Farndale et al., 2014; Thunnissen et al., 2013). This finding is embedded in the human capital theory, in which, human capital tools (education, training, and knowledge sharing) are basic support factors for a community of practice (Paasivaara & Lassenius, 2014). This assumption is further justified in the study conducted by Paasivaara and Lassenius (2014). The researchers revealed how a community of practice was adopted in the transformation of a traditional plan-driven organisation to lean and agile, as a result of talent development. Paasivaara and Lassenius (2014) argued that the community of practice became the central mechanism behind the successful implementation of large-scale agile. Furthermore, the study by Bezyak, et al. (20115) indicated that marketing, benefits of being a community of practice member, and barriers to recruitment efforts are strategies for initiating community of practice, which supports talent development.

6.2.4 Talent management strategies and collective intelligence

The statistical analysis revealed a significant positive relationship between talent management strategies and organisational performance. Beamond, Farndale and Härtel (2016) argue that effective translation of talent management strategies within an organisation requires efficient adaptation of corporate talent management strategies to local situations. A further statistical analysis that was conducted to test the mediating influence of collective intelligence confirmed that collective intelligence partially mediates the relationship between talent management strategies and organisational performance. The outcome of the qualitative analysis further supports the result of the quantitative result through the emergence of nine themes that depict talent management strategies and collective intelligence indices in place at the retail stores surveyed. These results validate the reports of previous studies on the mediating effects of collective intelligence between talent management strategies and organisational performance. For instance, the study conducted in Japan by Lee and Jin (2019) on how collective intelligence

fosters incremental innovation revealed that components of collective intelligence (participation, sharing, and co-creation) significantly mediate between components of motivation and components of innovation. The investigation of the entrepreneurial resilience of Chadian and Cameroonian entrepreneurs indicated that components of collective competence significantly mediated the relationship between collective intelligence and entrepreneurial resilience (Mignenan, 2021). In addition, Fachrunnisa, et al.'s (2020) study on 202 firms in Argentina indicated that cognitive collective engagement mediated the relationship between three organisational constructs and innovation performance. There is sufficient empirical evidence to suggest that the identification of appropriate talent, and the development of talent into local management capability are key to talent management strategies and collective intelligence (Beamond et al., 2016).

The result findings provide some useful insights as emphasised by the knowledge-based theory. The positive impact of talent management strategies on collective intelligence supports the assumption that adopting knowledge management or talent management approach is to create knowledge cognition, individually or collectively (collective intelligence) for effective and efficient organisational performance (Fachrunnisa et al., 2018). Besides, Knowledge-based theory suggests that knowledge is the main strategic resource that if well managed, enables an organisation to create value from its production (Crook et al., 2011).

6.3 CHAPTER SUMMARY

The discussion of findings brought to the fore, the alignment of the research questions, objectives and the study hypotheses. The Pearson Product-Moment Correlation Coefficient was used to respond to the research questions. The research hypotheses were tested, and research objectives were achieved using regression analysis and structural equation modeling. The alignment was aimed at concurrently achieving the research objectives, while the research hypotheses were tested. The discussions of findings in relation to the study research questions, objectives and hypotheses are presented below.

CHAPTER SEVEN

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

7.1 INTRODUCTION

This research aimed at developing a conceptual framework to measure talent management strategies and organisational performance in selected retail stores in KwaZulu-Natal, South Africa. The summary of the research findings, the recommendation, and conclusion are discussed in this chapter.

The overall objective of this study was to develop a conceptual framework to measure talent management strategies and organisational performance in selected retail stores, in KwaZulu-Natal. The specific objectives included to: establish the relationship between talent identification and collective intelligence; determine the link between talent identification and talent development; establish the relationship between talent development and community of practice; determine the link between talent management strategies and collective intelligence and; ascertain the mediating influence of collective intelligence on the interplay between talent management strategies and the retail stores' performance.

The summary of the research findings from the reviewed literature, quantitative and qualitative data analysis is presented in this chapter. Also, the proposed conceptual framework, research recommendation and study limitations are also presented.

7.2 SUMMARY OF FINDINGS FROM THE REVIEWED LITERATURE

The literature review sections of this study on the conceptual framework to measure the effectiveness of talent management strategies and organisational performance in selected retail stores, KwaZulu-Natal depicted that prior studies have been conducted on talent management globally. However, there was a dearth of research that developed a framework to measure talent management strategies for the retail sector. Therefore, the result of this study contributes to the frontier of knowledge in Management studies in South Africa.

Empirical studies conducted on talent management strategies and organisational performance have not appropriately linked talent identification to collective intelligence and community of practice (Clarke, 2013; Serrat, 2017). Van Zyl et al. (2017) suggest the need for the

development of global best practices for talent management, where talent management strategy is designed to deliver corporate and human resource management strategies. This study suggested a significant link between talent identification and collective intelligence.

7.3 SUMMARY OF FINDINGS FROM THE QUANTITATIVE DATA

The main findings of this study emerged from the response provided to the research questions and the tested hypotheses. This study found that there is a relationship between talent identification and collective intelligence. Identifying the right pool of talent could help an organisation build a team of collective intelligence. Collective employees' intelligence motivates employees' healthy competition which may result in product innovation (community of practice). In other words, bringing a couple of talented employees together in an organised manner could spark debate and different viewpoints in providing a solution to a problem resulting in smart decision making. This implies that strategies such as brainstorming and joint decision-making to come up with ideas may result in organisational productivity.

Collective intelligence partially mediates the interplay between talent management strategies and the selected retail stores' performance. The path from talent identification to collective intelligence is not significant. The path from talent identification to retail stores performance and the path from collective intelligence to retail stores performance is significant. This implies that talent identification exerts an indirect influence on collective intelligence via retail stores performance. In the same vein, the path from collective intelligence to a community of practice is statistically significant. A statistically significant relationship was also established between the talent development path to collective intelligence.

7.4 SUMMARY OF FINDINGS FROM THE QUALITATIVE DATA

The qualitative data analysis revealed various themes that depict the views of the interview participants on the conceptual framework to measure talent management strategies and performance in the selected retail stores.

The first main theme that emerged from the qualitative data analysis illustrates the “management strategies in place at the selected retail stores.” The sub-themes include exponential growth challenge, incentive and bonus, internal training academy, occupational adjustment, policy and process for job description, quarterly performance appraisal,

recruitment process, succession plans and talent management protocols and promotion process. The findings from the qualitative data revealed that the management of the selected retail stores surveyed does not adequately invest in employee training and development to enhance the capabilities of the existing employees. However, measures were put in place to ensure that the new entrant into the organisation undergoes an induction process. These measures were aimed at ensuring new employees receive basic training on their job description by attaching the new employee to a more experienced employee who acts as a mentor.

Furthermore, the qualitative data analysis further showcases the approaches employed by retail stores' management to identify and develop talent. The themes showcased the proactiveness of the management in identifying and developing skills. A regular performance appraisal and employee motivation were also considered appropriate tools that could be employed to identify and develop talents.

The qualitative data collected was instrumental in clarifying the link between talent development and the community of practice. The findings revealed that management of the retail stores put in place regular checks to discover new potentials and skills both internally and externally.

7.5 SUMMARY OF EACH CHAPTER

Chapter One: This chapter presented the introduction, which sets the tone for this research. The background of the study and the statement of the problem were presented in this chapter. The research objectives, research questions, and the justification and significance of the study were also presented in this chapter.

Chapter Two: This chapter commenced the review of related literature. The reviewed literature was guided by the constructs measured in this study. The chapter explored literature on talent management, talent gap and performance. An extensive literature review on talent identification and talent development, talent development and community of practice, talent management strategies and collective intelligence, the distinction between talent management, the community of practice, and collective intelligence (as mediating factor in talent management), as well as other relevant literature on talent management strategies and the retail stores' performance, were presented in this chapter.

Chapter Three: This chapter presents the theoretical and conceptual framework that guides the aims and objectives of the study. Four theoretical frameworks including Resource-Based, Human Capital, Knowledge-Based and High-Commitment theories are appositely identified and explained to address the research objectives. The conceptual framework was developed from the extant review of literature showing the linkage and connection between and among variables. From the conceptual framework, talent management strategies (TMS) are indicated as the independent variable with three sub-constructs including talent identification, talent development, and community of practice. The mediating variable is collective intelligence, while the dependent variable is retail store performance.

The conceptual framework explains an understanding of how talent management strategies (TMS) influence retail store performance with a mediation effect of collective intelligence. Specifically, the framework is interpreted based on the assumption that talent management strategies (TMS) can only influence retail store performance by mediating effects of employees' collective intelligence such as innovation and product development initiatives.

Chapter Four: This chapter is devoted to the explanation of basic concepts employed in ensuring appropriate methodology and methods of the study are fittingly chosen, to engender answers to the research questions. The various philosophical lens with strengths and shortcomings were discussed before adopting pragmatism as the appropriate research philosophy for this study. The pragmatist philosophical assumption enjoys the blends of two research methods (quantitative and qualitative). The research approaches such as deductive and inductive approaches were discussed with a justification for adopting the integrative approach explained. This study employs the integration of the two approaches to suitably address the research questions. After careful consideration of the various research strategies, a cross-sectional research design was found appropriate for this research study. The study adopted explanatory sequential mixed method research choice to develop a conceptual framework to measure talent management strategies and organisational performance of selected retail stores. The adoption of explanatory sequential mixed methods allowed priority to be given to the quantitative data, which was collected using structured questionnaire. The outcome of the analysed quantitative data informed the questions that were asked for the qualitative data collection. The mixed methods research design adopted informed the use of simple random sampling to select respondents for the quantitative data through a structured questionnaire

while purposive sampling techniques were adopted to select participants for the interview (qualitative data).

The various tools for analysing this data such as SPSS version 26 for quantitative data and NVivo 12 for qualitative data were explained in this chapter. The result of data analysis using descriptive and inferential statistics, as well as contents analysis, are presented in the next chapter. The validity and reliability of the research instrument were explained. The limitation of the methodology and ethical considerations of this study were also discussed in this chapter. The next chapter presents an analysis of the quantitative and qualitative data collected.

Chapter Five: This chapter focused on the analysis and presentation of the quantitative and qualitative data collected through a structured questionnaire and semi-structured interview. The demographic data were analysed using descriptive statistics. A Pearson Moment Correlation question was adopted to respond to the research questions. The quantitative data were analysed using SPSS version 26 and the qualitative data were analysed using NVivo 12. The outcomes of the qualitative data analysis were compared with the quantitative data analysis for methodological triangulation.

Chapter Six: Discussion of findings: A detailed discussion of the research findings in line with the research questions and objectives was presented in this chapter. The discussion of findings was based on the outcome of the statistical analysis presented in the previous chapter.

Chapter Seven: This chapter presents the conclusion and recommendation of this research. The general overview of the thesis chapters is also presented. Also, the research findings, recommendations, contribution of the research to knowledge, the limitation of the study and suggestions for further research are presented in this chapter.

7.6 RECOMMENDATION

This study aimed to develop a conceptual framework to measure talent management strategies and organisational performance in selected retail stores in KwaZulu-Natal. Based on the outcome of this empirical study, the model in Figure 7.1 is recommended.

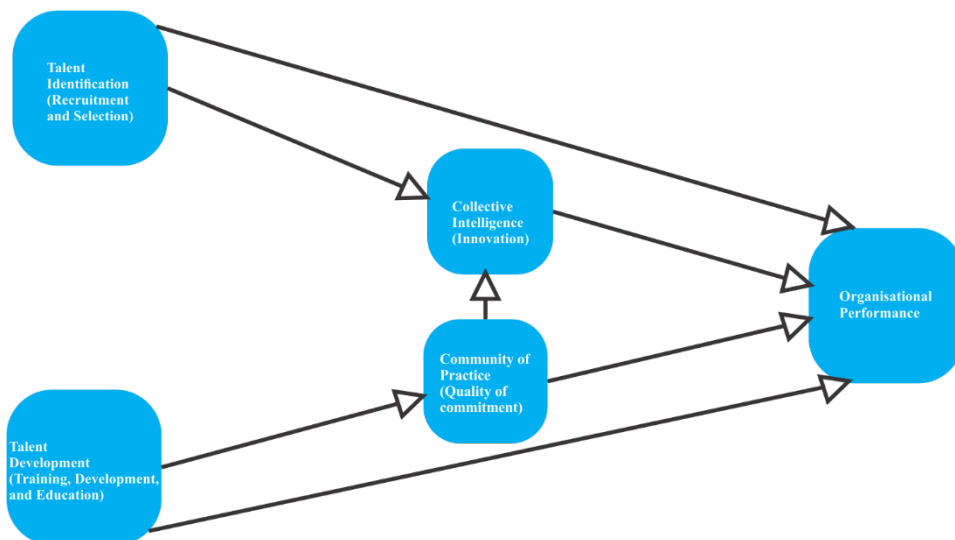


Figure 7.1 *A model to measure talent management strategies*

The model in Figure 7.1 was recommended based on the outcome of analysed data which showcased the interconnectedness among the constructs in the model. The recommendations in the sub-sections below are proffered.

7.6.1 First recommendation

Organisations rely on a talented pool of employees to achieve set goals and remain competitive thereby meeting the needs of the stakeholders. The outcome of the quantitative data analysis confirmed a correlation between talent identification and collective intelligence. However, the results from the qualitative data suggested that the retail stores surveyed do not have a strategy in place to identify and recruit the right mix of talent pool for the organisation. Therefore, since collective intelligence is aimed at leveraging on the talents of a group of employees at the expense of the individual employee, it is recommended that effort should be made in investing more in a talented group of employees so as to be able to leverage on the expertise of the group to take the organisation to the next level and stay competitive.

7.6.2 Second recommendation

The research findings revealed an association between talent identification and talent development. The statistical analysis showcased that the recruitment and selection (talent identification), have a direct positive relationship with the training and development of the selected retail stores. The qualitative data analysis identified internal training mechanisms (such as on-the-job training) as the major talent development strategy in place at the retail stores. However, talent development goes beyond internal training. Rather, it involves a broad

spectrum of talent development strategies such as manpower planning, succession planning, learning, and development which are aimed at enhancing operational growth and profitability. It is, therefore, recommended that the retail stores should adopt a holistic approach in their talent development strategies.

7.6.3 Third recommendation

Organisations thrive on the collective knowledge of the employees who collaboratively adopt a common approach to identify, develop and deploy talents across the various units of the organisations to achieve organisational outcomes (Henderson, 2015; Olszewski-Kubilius, 2018). A community of practice involves a workforce who are bound together by shared value and purpose. Based on the foregoing, it is recommended that the management of the retail stores comprehend the key component of talent development by employing appropriate strategies and interventions that motivate the employees and enhance the overall performance of the retail stores. In addition, a forum for interactive sessions among the employees should be encouraged to promote communities of practice in which experts can offer their views and share good practices that can help the organisations to achieve set goals.

7.6.4 Fourth recommendation

Since talent management is aimed at improving the organisational performance and harnessing the potential of individuals who can add value to an organisation both in the present and the future, it is recommended that the management of the selected retail stores should engage more effectively in local talent management approaches by promoting a change in mindset through the local sourcing of knowledge. When local sourcing of talents is adopted as a corporate strategy, the purpose should be communicated to the organisation's stakeholders for openness and acceptance.

7.6.5 Fifth recommendation

Talent management is seen as a mechanism to meet up with the challenges of the technological age and the much talked about fourth industrial revolution. Talent development serves as an avenue to develop their skill and grow with organisations. A good talent management strategy such as continuous training and upskilling could serve as good motivation which could enhance employees' commitment and productivity. It is therefore recommended that the retail stores should invest more in employee training and development both in the short- and long-term projection of the organisation.

7.7 RELEVANCE OF THE CONCEPTUAL FRAMEWORK

The study participants which included employees and top management members of the selected retail stores affirm the need to have a robust framework on talent management strategy and organisational performance. Previous empirical studies have suggested the alignment of talent management strategy with organisational HR processes and business planning. This could be achieved through a robust framework on talent management strategy (Ashton & Morton, 2005; Olszewski-Kubilius & Thomson, 2015; Olszewski-Kubilius, Subotnik & Worrell, 2015). A robust talent management strategy could foster a community of practice that may help the management of the retail stores to take collective responsibility in managing the talents required by their organisations. A framework for talent management could help to put in perspective, the link among talent identification, talent development, a community of practice, collective intelligence and organisational performance.

7.8 LIMITATIONS AND SUGGESTIONS FOR FURTHER RESEARCH

The findings of this study are limited to the development of a framework to measure talent management strategies and organisational performance in the selected retail stores, in KwaZulu-Natal, South Africa. The research outcomes were inferred from the data collected in three major retail stores located in the province of KwaZulu-Natal. To achieve the main objective of this study, a cross-sectional research design using an explanatory sequential mixed method was employed for data collection and analysis. In other words, there was equal treatment for both the quantitative and qualitative components of the data collection approach of the study. This method also allowed for the comparison of research findings in order to engender more robust research findings. The research findings are limited to the selected retail stores in KwaZulu-Natal, South Africa. The outcome of this research cannot be generalised to the entire South Africa and other sectors of the South African economy.

Future studies may consider adopting a longitudinal approach to develop and validate a conceptual framework to measure talent management strategies and performance in the retail sector. Such studies may consider expanding the data collection to retail stores in other provinces of South Africa.

In addition, future studies may also test and validate a conceptual framework to measure talent management strategies and performance in the banking sector. This presents an avenue to compare the talent management strategies and performance in two distinct sectors within the same economy.

This study tested the mediating influence of collective intelligence on the relationship between talent management strategies and organisational performance. The mediating influence of other constructs in the talent management framework could be explored by future studies.

7.9 CONCLUSION

This study aimed to develop a conceptual framework to measure talent management strategies and organisational performance in selected retail stores, in KwaZulu-Natal, South Africa. A mixed-method research design using a structured questionnaire and semi-structured interviews were employed to collect data. SPSS version 26 and SmartPLS version 3.3 were employed to analyse the quantitative data. NVivo 12 was used to analyse the responses from the interview participants. The conclusions emerging from the analysed data are presented below.

7.9.1 Conclusion one

The study revealed that the talent management strategies adopted in the selected retail stores are limited in scope. For instance, strategies such as talent identification and retention, performance management, learning and motivation, compensation, career development and succession planning are not clearly defined.

7.9.2 Conclusion two

The qualitative and quantitative data analyses examined the association between talent identification and talent development. The outcome of the statistical analysis revealed that a significant positive association existed between talent identification and talent development. The finding of the quantitative data analysis was further confirmed by the outcome of the analysed qualitative data, which revealed that the management of the selected retail stores was proactive in bridging the talent gaps by identifying and nurturing the skills of the workforce for the present and future needs of the firms.

7.9.3 Conclusion three

This conclusion was derived from hypothesis three, which aimed to establish the influence of talent development on collective intelligence. The results of the SmartPLS showcased a direct path from talent development to collective intelligence. This is an indication that the talent development strategy enhances the collective intelligence of the employees of the selected retail stores. Invariably, continuous improvement in the firms' talent development could serve as a good motivation for the promotion of collective intelligence thereby contributing to the retail stores' performance.

7.9.4 Conclusion four

This conclusion was derived from hypothesis eight (H8) which examined the mediating influence of collective intelligence on the interplay between talent management strategies and the selected retail stores' performance. The tested hypothesis (H8) revealed that talent management strategies and collective intelligence were joint predictors of the selected retail stores' performance. The mediation analysis which was conducted using the bootstrapping method indicated that collective intelligence partially mediates the interplay between talent management strategies and the selected retail stores' performance. The outcome of the tested hypothesis is consistent with the result of research question five which indicated a significant positive relationship among talent management strategies, collective intelligence, and the selected retail stores' performance. Based on this outcome, the alternative hypothesis is confirmed.

7.9.5 Conclusion five

Finally, a framework to measure talent management strategies and organisational performance in the retail sector is proposed. The proposed framework which was tested using SPSS (bootstrapping) and Variance-Based Structural Equation Modeling otherwise referred to as SmartPLS examined the mediating influence of collective intelligence on the interplay between talent management strategies and organisational performance. The SmartPLS established the paths analysis and the level of association among the constructs in the framework.

7.10 GENERAL CONCLUSION

The employees who constitute the human capital in every corporate entity are considered to be the most valued assets. Investing in employee talent development is crucial for organisational competitiveness both in the short term and long term. The constructs measured in this study present a unique perspective on the significance of implementing appropriate talent management strategies which could enhance the performance of the selected retail stores. This was achieved by statistically testing the relationship between talent development and organisational performance. Pearson's Product-Moment Correlation Coefficient was used to provide responses to the research questions. SmartPLS was employed to test the formulated hypotheses. The mediation analysis conducted using the bootstrapping method revealed a partial significance of the mediating influence of collective intelligence on the interplay between talent management strategies and selected retail stores' performance.

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APPENDIX A: QUESTIONNAIRE



COLLEGE OF LAW AND MANAGEMENT STUDIES

GRADUATE SCHOOL OF BUSINESS & LEADERSHIP

Doctor of Business Administration

Researcher: **Miriam Onwugbolu (Tel: 0849799634)**

Supervisor: **Dr Emmanuel Mutambara (Tel: 031- 260 8104)**

Dear Respondent,

My name is **Miriam Onwugbolu**, a Doctoral student at the Graduate School of Business & Leadership of the University of KwaZulu-Natal (UKZN). You are invited to participate in a study entitled ‘A Conceptual Framework to measure Talent Management Strategies and organizational Performance in selected Retail Stores, KwaZulu-Natal’. The aim of this study is to develop a conceptual framework to measure talent management strategies and organisational performance in selected retail stores, KwaZulu-Natal (KZN).

Through your participation, I hope to establish the relationship between talent management strategies and performance. The results of the questionnaire are intended to contribute to expanding the frontier of knowledge in the field of business management. Human resources management practitioners can also use the information in the study to enhance practice.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in the questionnaire. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership of UKZN. Your responses will not be used for any purposes outside of this study.

Data collected will be stored during the study and archived for 5 years. After this time, all data will be destroyed.

If you have any questions or concerns about completing the questionnaire or about participating in the study, you may contact me or my supervisor on the numbers provided above.

The questionnaire should be about 20 minutes long. Your time to take part in this questionnaire is highly appreciated.

Sincerely
Investigator's signature

Date:

**UNIVERSITY OF KWA-ZULU NATAL
GRADUATE SCHOOL OF BUSINESS & LEADERSHIP
Doctor of Business Administration
Researcher: Miriam Onwugbolu (Tel: 0849799634)
Supervisor: Dr Emmanuel Mutambara (Tel: 031- 260 8104)**

CONSENT

I, (Full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I have been given an opportunity to ask questions about the study and I have had answered to my satisfaction.

I understand that I am at liberty to withdraw from the project at any time, should I so desire. I declare that participation in this study is entirely voluntary.

If I have any further questions/concerns or queries related to the study, I understand that I may contact the researcher at 215081789@stu.ukzn.ac.za or the phone number provided above.

If I have any questions about my rights as a study participant, or if I am concerned about an aspect of the study or the researcher, then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office,

Westville Campus

Govan Mbeki Building

Private Bag

X 54001

Durban

4000

Kwa-Zulu Natal, SOUTH AFRICA

Tel: (+27 31) 2604557

Fax: (+27 31) 2604609

Email: HSSREC@ukzn.ac.za

Signature of Participant

Date

SECTION A – DEMOGRAPHIC INFORMATION

1. Gender

Male	Female

2. Marital status

Single	Married	Divorced	Widowed

3. Department/Unit

Sales	Distribution	Accounts	HR	Other: Specify

4. Educational qualification

Matric	Diploma	Bachelor	Master

5. Work experience

1 -5 years	6-10 years	11-15years	16-20years	21years and above

6 Age group

18-30years	31-40years	41-50years	51 years and above

SECTION B: SCALE ON TALENT MANAGEMENT STRATEGIES AND PERFORMANCE

1. Recruitment and selection

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.1	The organisation I work for widely disseminates information about both external and internal recruitment processes.					
1.2	The organisation I work for discloses information to applicants regarding the steps and criteria of the selection process.					
1.3	The organisation I work for communicates performance results to candidates at the end of the selection process.					
1.4	Selection tests of the organisation where I work are conducted by trained and impartial people.					
1.5	The organisation I work for has competitive selection processes that attract competent people.					
1.6	The organisation I work for uses various selection instruments (e.g. interviews, tests, etc.).					

2. Involvement

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
2.1	The organisation I work for treats me with respect and attention.					
2.2	In the organisation where I work, there is an environment of understanding and confidence between managers and employees.					
2.3	The organisation I work for recognizes the work I do and the results I achieve (e.g., in oral compliments, in articles in corporate bulletins, etc.).					

2.4	The organisation I work for favours autonomy in doing tasks and making decisions.					
2.5	The organisation I work for seeks to meet my needs and professional expectations.					
2.6	In the organisation where I work, employees and their managers enjoy constant exchange of information in order to perform their duties properly.					
2.7	The organisation I work for encourages my participation in decision- making and problem-solving.					
2.8	In the organisation where I work, there is an environment of trust and cooperation among colleagues.					
2.9	The organisation I work for encourages interaction among its employees.					
2.10	The organisation I work for follows up on the adaptation of employees to their functions.					
2.11	In the organisation where I work, there is a consistency between discourse and management practice.					

3. Training, Development and Education

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
3.1	I can use knowledge and behaviours learned in training at work.					
3.2	The organisation I work for helps me develop the skills I need for the successful accomplishment of my duties (e.g., training, conferences, etc.).					
3.3	The organisation I work for invests in my development and education promoting my personal and professional growth in a broad manner (e.g., full or partial					

	sponsorship of undergraduate degrees, postgraduate programs, language courses, etc.).					
3.4	In the organisation where I work, training is evaluated by participants.					
3.5	The organisation I work for stimulates learning and application of knowledge.					
3.6	In the organisation where I work, training needs are identified periodically.					

4. Work Conditions

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
4.1	The organisation I work for provides basic benefits (e.g., health care, transportation assistance, food aid, etc.).					
4.2	The organisation I work for has programs or processes that help employees cope with incidents and prevent workplace accidents.					
4.3	The organisation I work for is concerned with the safety of their employees by having access control of people who enter the company building/facilities.					
4.4	The organisation I work for provides additional benefits (e.g., membership in gyms, country clubs, and other establishments, etc.).					
4.5	The facilities and physical condition (lighting, ventilation, noise and temperature) of the organisation I work for are ergonomic, comfortable, and appropriate.					
4.6	The organisation I work for is concerned with my health and quality of life.					

5. Competency-Based Performance Appraisal

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
5.1	In the organisation where I work, competency-based performance appraisal provides the basis for an employee development plan.					
5.2	In the organisation where I work, competency-based performance appraisal is the basis for decisions about promotions and salary increases.					
5.3	The organisation I work for disseminates competency-based performance appraisal criteria and results to its employees.					
5.4	The organisation I work for periodically conducts competency-based performance appraisals.					
5.5	The organisation I work for discusses competency-based performance appraisal criteria and results with its employees.					

6. Compensation & Rewards

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6.1	In the organisation where I work, I get incentives such as promotions, commissioned functions, awards, bonuses, etc.					
6.2	In the organisation where I work, my salary is influenced by my work.					
6.3	The organisation I work for offers me a salary that is compatible with my skills, training, and education.					
6.4	The organisation I work for remunerates offered at					

	either the public or private market place levels.					
6.5	The organisation I work for considers the expectations and suggestions of its employees when designing a system of employee rewards.					

7. Performance management

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
7.1	The Immediate supervisor sets ambitious objectives for the department.					
7.2	The Immediate supervisor clearly explains how the performance is evaluated.					
7.3	The Immediate supervisor gives the regular feedback on the Performance.					
7.4	The immediate supervisor is a good coach for the unit.					

8. Quality commitment

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
8.1	We take appropriate measures to protect the environment during work					
8.2	Within the department, we ensure employee safety					
8.3	Within the department, we continually work to improve working conditions.					
8.4	Within the department, we learn from our mistakes.					
8.5	Within the department, we recognise efforts to improve quality.					

9. Innovation

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
9.1	There is an Encouragement from superiors for creating new ideas in the job.					
9.2	Within the department, we search for new ways to work and do business.					
9.3	Within the department new ideas are effectively implemented.					
9.4	Within the department generating new ideas is recognised.					

SECTION C

This section contains open ended questions, please answer the following questions. Your responses are completely anonymous, confidential and will not be seen by anyone. You can be completely honest in your answer.

1. Can you explain any other ways of improving Recruitment and Selection?

2. How can you enhance involvement?

3. How can training and development be improved?

4. Can you explain how working conditions can be improved?

5. How can the organisation improve on competency-based performance appraisal?

6. In what ways can the organisation improve compensation and reward?

7. Can you explain how the organisation can improve on performance management?

8. How can the organisation improve quality commitment?

9. How can the organisation be more innovative?

Thank you for your participation!

APPENDIX B: INTERVIEW SCHEDULE
UNIVERSITY OF KWAZULU-NATAL

Graduate School of Business and Leadership

PHD RESEARCH STUDY

Researcher: Miriam Chisom Nnenna Onwugbolu (0849799634)

Supervisor: DR. Emmanuel Mutambara 031- 2608129

Research Office: Ms P Ximba 031-2603587

I,hereby confirm that I understand the contents of this document and the nature of the research study, and I consent to participating in the research study. I understand that I am at liberty to withdraw from the study at any time, should I so desire.

CONSENT FOR AUDIO-RECORDING

I hereby consent / do not consent to have this interview recorded.

Signature of Participant.....Date.....

INTERVIEW SCHEDULE/GUIDE

1. Explain talent management practices that are in place in your organisation?

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2. Describe the talent indicators (Knowledge, skills and abilities) necessary to bridge the talent gap in your organisation?

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3. Explain the measures in place aimed at retaining and recruiting critical skills required by your organisation?

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.....

4. Discuss the current approach to the recruitment and retention of talent?

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.....
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5. Explain how your organisation’s current structures and policies can be revisited to ensure that the correct talent is recruited, developed and retained to meet its strategic objectives.

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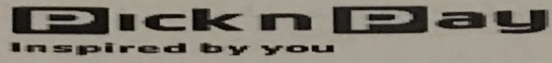
6. Could you please share with me the measures to enhance knowledge sharing and innovation among the employees?

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Thank you for your participation!

APPENDIX C: GATEKEEPERS LETTER





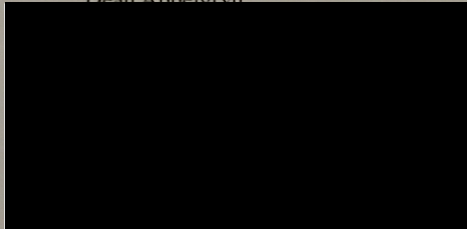
MIROSIGN (PTY) LTD
VAT - 4830264349
CO REG. 2011/144135/07
SUITE 39 P/BAG X01
UMHLANGA ROCKS, 4320
TEL. 031 561 6363 Fax. 031 561 7127

To Whom It May Concern

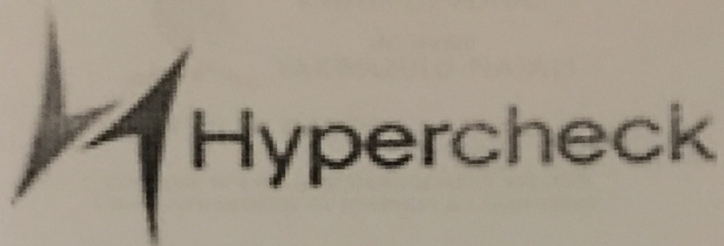
I have given consent to Miriam Onwugbolu Student No. 215081789 to conduct her studies in our outlet.

Kind regards,

Dean Appelgren



MIROSIGN (Pty) Ltd T/A
P n P Family Store
UMHLANGA
Co. Reg. No.: 2011/144135/07 - VAT No.: 4830264349
SHOP No. 16 • LIGHTHOUSE MALL
14 CHARTWELL DR. UMHLANGA ROCKS, 4320
P.O. BOX 39, NEWCASTLE, 2940



Hypercheck Retail Pty Ltd t/a Checkstar & Checkave

18/26 BERTHA MKHIZE DRIVE , DURBAN 4000 Tel: (031) 304 5786 | Fax: (031) 301 9786

Attention: To whom it may concern

This serves to confirm that Miriam Onwugbolu (Student Number: 215081789) , a doctoral student at UKZN will be conducting some research at our Checkstar –Mt Edgecombe Branch (Maxi) . she also confirms that no information shall be disclosed and a copy of the Research document will be presented to Hypercheck at the end of the project.

Yours Sincerely

Ummi Rawat



Human Resources

074 484 7862

Hypercheck	
HEAD OFFICE IT DEPARTMENT	
1st FLOOR - 18	REET - DURBAN
RECEIVED BY:.....	
SIGNATURE:.....	
DATE:.....	19/10/2018
AUTHORISED:.....	UMMI RAWAT

APPENDIX E: TURNITIN REPORT

Turnit in Originality Report (PDF1).pdf - Adobe Acrobat Reader DC (64-bit)

File Edit View Sign Window Help

Home Tools Turnit in Originality... x

1 / 1 66,7%

A conceptual framework to measure talent management strategies and organisational performance in selected retail stores, KwaZulu-Natal

ORIGINALITY REPORT

1%	1%	0%	1%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to University of KwaZulu-Natal	1%
	Student Paper	

Exclude quotes On Exclude bibliography On Exclude matches < 10 words

18°C Mostly

APPENDIX F: KREJCIE AND MORGANS TABLE

EDUCATIONAL AND PSYCHOLOGICAL MEASUREMENT
1976, 30, 407-416.

DETERMINING SAMPLE SIZE FOR RESEARCH ACTIVITIES

ROBERT V. **KREJCIE**
University of Minnesota, Duluth

DARYLE W. **MORGAN**
Texas A. & M. University

The ever increasing demand for research has created a need for an efficient method of determining the sample size needed to be representative of a given population. In the article "Small Sample Techniques," the research division of the National Education Association has published a formula for determining sample size. Regrettably a table has not been available for ready, easy reference which could have been constructed using the following formula.

$$s = \chi^2 NP(1-P) / d^2 (N-1) + \chi^2 P(1-P)$$

s = required sample size.

χ^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

No calculations are needed to use Table 1. For example, one may wish to know the sample size required to be representative of the opinions of 9000 high school teachers relative to merit pay increases. To obtain the required sample size enter Table 1 at $N = 9000$. The sample size representative of the teachers in this example is 368. Table 1 is applicable to any defined population.

The relationship between sample size and total population is illustrated in Figure 1. It should be noted that as the population increases the sample size increases at a diminishing rate and remains relatively constant at slightly more than 380 cases.

1.96 x 1.96 = 3.8416

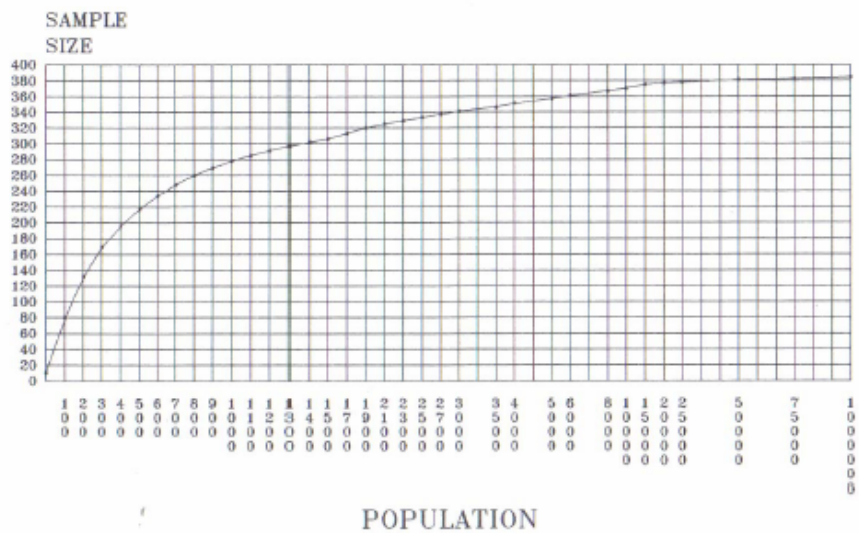
Activate Windows
Go to settings to activate it

TABLE I
Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.
S is sample size.

SAMPLE SIZE VS. TOTAL POPULATION



Assumes Standard Error = .05

FORMULAE FOR DETERMINING NEEDED SAMPLE SIZES

POPULATION SIZE UNKNOWN:

$$\text{SAMPLE SIZE} = \frac{\left(\frac{\text{RANGE}}{2} \right)^2}{\left(\frac{\text{ACCURACY LEVEL}}{\text{CONFIDENCE LEVEL}} \right)^2}$$

Confidence Levels:

	σ	$\sigma/2$
.10 level =	1.28	1.64
.05 level =	1.64	1.96
.01 level =	2.33	2.58
.001 level =	3.09	3.29

Accuracy Levels:

Range X	Desired Level of Accuracy (expressed as a proportion)

POPULATION SIZE KNOWN:

$$\text{SIZE} = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

X^2 = table value of Chi-Square @ $d.f. = 1$ for desired confidence level
 .10 = 2.71 .05 = 3.84 .01 = 6.64 .001 = 10.83

N = population size

P = population proportion (assumed to be .50)

d = degree of accuracy (expressed as a proportion)

APPENDIX G: PUBLISHED ARTICLE

The screenshot displays the Sabinet African Journals website interface. At the top, the Sabinet logo is on the left, and navigation links for Cart, Register, Sign in, and Institutional Access are on the right. A search bar with a dropdown menu set to 'ANYWHERE' and a search button is present. Below the search bar is a dark navigation bar with links for Publications, Collections, Open Access, Publishers, For Librarians, and Help. A secondary navigation bar contains links for About, Current Issue, Previous Issues, Submit a Paper, and Contact the Editor.

The main content area shows the article title: "Talent Management Strategies and Employees' Job Performance in the Retail Sector of KwaZulu-Natal, South Africa: A Structural Model". The authors are Miriam Chisom Nnenna Onwugbolu¹ and Emmanuel Mutambara¹. The article is published online on 27 Sep 2021. There are buttons for PDF and View Full Text, along with Tools and Share options.

The abstract text reads: "In developing economies such as South Africa, talent management strategies have not been given the deserved attention in academic literature. The conversion of global talent management strategies in the South African economy is affected by provincial and cultural differences. Exploring the influence of talent management strategies on performance could add to the existing knowledge on talent management strategies and performance. A quantitative survey research was adopted. Data was collected from 296 employees in retail stores operating in KwaZulu-Natal using a simple random sampling technique. A self-administered questionnaire was used for data collection. Statistical Package for Social Science (SPSS) version 26 and SmartPLS were valuable in analysing the quantitative data. The study found that talent management strategies and retail stores' performance indicate a significant positive association, since talent management aimed to improve performance and harness the potential of individuals who can add value to an organisation, both in the present and the future. This study recommends that management of the retail stores should engage more effectively in local talent management approaches by promoting a change in mindset through the local sourcing of knowledge."

On the right side, there is a sidebar with a thumbnail of the journal cover, citation statistics (Total citations: 0, Recent citations: 0, Field Citation Ratio: n/a, Relative Citation Ratio: n/a), and an Accreditation section mentioning The International Bibliography of Social Sciences (IBSS).

At the bottom right, there is a Windows watermark: "Activate Windows. Go to Settings to activate Windows."

APPENDIX H: EDITORIAL CERTIFICATE

EDITORIAL CERTIFICATE

Author: Miriam Chisom Nnenna Onwugbolu

Document title: A conceptual framework to measure talent management strategies and organisational performance in selected retail stores, KwaZulu-Natal

Date issued: 08/06/2022

This document certifies that the above manuscript was proofread and edited by Prof Gift Mheta (PhD, Linguistics).

The document was edited for proper English language, grammar, punctuation, spelling and overall style. The editor endeavoured to ensure that the author's intended meaning was not altered during the review. All amendments were tracked with the Microsoft Word "Track Changes" feature. Therefore, the authors had the option to reject or accept each change individually.

Kind regards



Prof Gift Mheta (Cell: 073 954 8913)



APPENDIX I: ETHICAL CLEARANCE



25 March 2022

Miriam Chisom Nnenna Onwugbolu (215081789)
Graduate School of Business & Leadership
Westville Campus

Dear MCN Onwugbolu,

Protocol reference number: HSS/2101/018D

Project title: A conceptual framework to measure Talent Management Strategies and Performance in selected retail stores, KwaZulu-Natal

Amended title: A conceptual framework to measure Talent Management Strategies and Organisational Performance in selected retail stores, KwaZulu-Natal

Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 24 February 2022 has now been approved as follows:

- Change in title

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an 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.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

Best wishes for the successful completion of your research protocol.

Yours faithfully



Professor Dipane Hlalele (Chair)

/ms

Humanities & Social Sciences Research Ethics Committee
UKZN Research Ethics Office Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X54001, Durban 4000
Tel: +27 31 280 8360 / 4667 / 3687

Website: <http://research.ukzn.ac.za/Research-Ethics/>

Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

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