



**ASSESSING TALENT MANAGEMENT AS A TOOL FOR ENHANCING
ORGANISATIONAL PERFORMANCE AT A PENSION FUND IN NAMIBIA**

Research report presented to the

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by

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DECLARATION

I, the undersigned, **Imilda Ella Gases** hereby declare that the work in this research report is my own original work. All sources used or referred to have been documented and cited by means of complete references. The research is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration (MBA) at the Graduate School of Business Leadership, University of South Africa. This research has not been previously submitted before any degree or examination in any other University.

Signature: 

Date: 15 December 2021

DEDICATION

I am dedicating this research to my beloved late grandmother, Elizabeth #ene !Haoses, who meant and continues to mean the world to me. You always believed that I was destined for greatness. Although you are no longer in this world your teachings and prayers will forever continue to regulate my life. The second person I want to dedicate this thesis to is my mother, Barbara Hendriette !Hoaes, oh mom you are such a powerful force, you raised me to become unstoppable and you made me who I am today mom. Lastly, my husband Alfred Gaseb, you really are a real-life hero of mine. You give me the freedom to dream big and your support and encouragement made sure that I worked hard for studies.

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ABSTRACT

The aim of this research was to find out whether talent management practices can be used as a tool to enhance organisational performance at a Pension Fund in Namibia. The study also investigated factors that hampered the implementation of talent management practices at the Fund. A qualitative research approach was adopted for this study. A total of ten participants were interviewed from the Pension Fund. This study used purposive sampling as the researcher chose participants appropriately.

Due to the current pandemic of COVID-19 the researcher made use of technology; and therefore, interviews were conducted on Teams, WhatsApp video calls and other methods of video calls. The study was guided by the interpretivist philosophy to gain an understanding of the participants' perceptions, rather than relying on numerical data (Cresswell, 2013:15). The research design was cross-sectional in nature. To increase the trustworthiness of the data a pilot study was conducted by the researcher.

The findings of the study found that talent management can be used to enhance organisational performance. Another finding was that there was a lack of middle management support in implementing talent management processes. Similarly, there was a lack of accountability by middle management when implementing talent management initiatives. Some of the contributing factors were outdated policies, outdated job descriptions and a lack of succession planning. Recommendations included that the Fund must update current job descriptions of all employees and streamline them with the business strategy. The Fund must appoint change agents, champions and ambassadors made up of departmental management and leadership which will be responsible for talent pooling, talent development and retention through recognition, job rotation, on the job training, e-learning programmes, work-related tutorials, educational courses, and internships. The last recommendation is that the Fund must put more effort into employee recognition programmes.

Key Words: Pension Fund, Talent Management, organisational performance

TABLE OF CONTENTS

Declaration	i
Dedication	ii
Acknowledgements	iii
Abstract	iv
Table of contents	vi
List of Tables	xi
List of figures	xii
List of abbreviations	xii
Chapter One Introduction	
1.1 Introduction	1
1.1.1 Background of the organisation	2
1.1.2 The Funds Talent Management Plan	3
1.2 Problem statement	4
1.3 Research questions	5
1.4 Research objectives	5
1.5 Talent Management Literature review	6-12
1.6 Research methodology	13
1.6.1 Qualitative research approach	13
1.6.2 Population and sample framework	14
1.6.3 Data collection method	15

1.6.4	Qualitative data analysis	16
1.6.5	Trustworthiness, credibility, and authenticity	17
1.7	Ethical considerations	18
1.7.1	Informed consent	19
1.7.2	Protection from harm	19
1.7.3	Right to privacy	19
1.7.4	Delimitations of the study	20
1.8	Conclusion	20

Chapter Two Literature Review

2.1	Introduction	21
2.2	Definition of Talent	21
2.3	Definition of Talent Management	22
2.4	The War for Talent	23
2.5	Theoretical Framework	24
2.5.1	The AMO framework	25
2.5.2	The Strategic Talent Management Model	25
2.5.3	Ingram's model: Three-dimensions of Talent Management	26
2.6	Talent Management Processes that influence organisational performance	27
2.6.1	Planning	28
2.6.2	Attracting	29
2.6.3	Developing	29
2.6.4	Succession Planning	29

2.6.5 Performance Management	30
2.6.6 Retaining Talent	30
2.6.7 Exit Interviews	31
2.7 External Factors that Hamper Talent Management Implementation	31
2.7.1 Globalisation	31
2.7.2 Technology	32
2.7.3 COVID-19 Pandemic	33
2.8 Internal Factors that Hamper Talent Management Implementation	33
2.8.1 Talent strategy Versus Business Strategy	34
2.8.2 Job Satisfaction	35
2.8.3 Employee engagement	36
2.8.4 Leadership	36
2.8.5 Organisational Culture	36
2.9 The Relationship between Organisational Performance and Talent Management	36
2.9.1 Financial Performance	37
2.9.2 Employee Performance	37
2.10 Limitations, Weaknesses and Gaps in the Literature	38
2.11 Conclusion	38
Chapter Three Research Methodology	
3.1 Introduction	39
3.2 Research Design	39
3.3 Research Methodology	40

3.4 Qualitative Research Approach	41
3.5 Population and sampling framework	42
3.6 Data collection method	42
3.7 Data quality control	43
3.8 Data analysis methods, techniques, and instruments	43
3.10 Trustworthiness	44-45
3.11 Ethical considerations	45
3.12 Conclusion	46

Chapter Four Research Results

4.1 Introduction	47
4.2 Sample Distribution	48
4.2.1 Gender	48
4.2.2 Age	49
4.2.3 Duration	49
4.2.4 Position	50
4.2.5 Qualification	50
4.2.6 Participating Departments	50
4.3 Profile of the participants	51
4.4 Interpretation and reporting style	51
4.5 Results	52-67
4.6 General Understanding of Talent Management	68

4.7 Talent management practices that are currently working effectively	68
4.8 Challenges concerning talent management processes	69
4.9 Areas that need improvement	70
4.10 Mapping of themes	72
4.12 Conclusion	73

Chapter Five Discussion, Recommendations and Limitations

5.1 Discussion	74
5.1.2 Demographics	75
5.2.1 RQ1: What talent management processes does the Fund currently have in place?	75-77
5.2.2 RQ2: Which internal and external factors hamper effective talent management implementation at the Fund?	77-79
5.2.3 RQ3: Is there an apparent relationship between talent management and organisational performance?	80
5.2.4 RQ4: How does talent management affect employees' attitudes, employee individual performance and organisational performance at the Fund?	80
5.3 Recommendations and managerial implications	80
5.4 Limitations of the study	81
5.5 Importance and benefits of the study	82
5.6 Recommendations for future studies	82
5.7 Conclusion	82

REFERENCES

ANNEXURES

ANNEXURE A: ETHICAL CLEARANCE CERTIFICATE

ANNEXURE B: INFORMED CONSENT

ANNEXURE C: RESPONDENT INFORMATION SHEET

ANNEXURE D: INTERVIEW GUIDE

ANNEXURE E: TURN IT IN REPORT

ANNEXURE F: SUPERVISOR LETTER OF CONSENT TO SUBMIT

LIST OF TABLES

Table 3.1 Research design outline	40
Table 4.1 Summary of the biographical information of the participants	51
Table 4.2 Original coding framework that developed from the data	52
Table 4.3 Talent management practices at the Fund	53
Table 4.4 Factors hampering talent management implementation at the Fund	55
Table 4.5 Value that talent management adds to the organisation	63
Table 4.6 Talent management, employees' behavior, and employee individual performance	66-68

LIST OF FIGURES

Figure 1.1 How different processes are integrated in Talent Management	7
Figure 1.2 Talent Management and Organisation Performance Model	12
Figure 2.1 Evolution of Talent Management: Delivering value in the 21 st century	22
Figure 2.2 AMO-Model	25
Figure 2.3 Strategic Talent Management	26
Figure 2.4 Model of relationships between talent management dimensions, climate For creativity and organisational performance	27
Figure 2.5 Talent Management Model	28
Figure 2.6 Macro global talent management (MGTM): a conceptual framework	32
Figure 2.7 Maslow (1962) Hierarchy of needs	35
Figure 2.8 OPTIMIS	37
Figure 3.1 The research onion	39
Figure 4.1 Participants Gender	49
Figure 4.2 Participants positions	50
Figure 4.3 Talent management as a tool to enhance organisational performance	72

LIST OF ABBREVIATIONS

HR	Human Resources
GM	General Manager
EXCO	Executive Management
PM	Performance Management
CEO	Chief Executive Officer
TM	Talent Management

CHAPTER ONE: INTRODUCTION

The purpose of this study was to address the shortcomings of the literature with regards to talent management; and it aimed to examine how talent management relates to organisational performance. This chapter outlines the research background, problem statement, research questions, population, and sample framework. The study further aimed to provide empirical evidence through data collection and analysis.

1.1 Introduction

In today's harsh global environment, in a fast-changing marketplace, many businesses find themselves struggling to survive. In the long run, businesses ultimately aim to win by sustaining competitive advantage through constantly refining organisational performance (Karamat, 2013). The current challenge is that competitive advantage no longer has to do with customer satisfaction and superior products only; but has rather shifted its focus to the brains behind the products and services. Talent management is important for the success of any organisation - without the best employees on the team, organisations cannot provide the best service to their customers or outperform competitors (Kimani, Kara & Njagi, 2013).

All organisations: whether big or small, local, or international, must place emphasis on talent management to gain competitive advantage (Gupta, 2006). Developing and retaining talent is important for organisations, not only to enhance organisational performance but also to sustain a competitive advantage (Kermally,2004:1).

Talent management is an input-output process: it involves activities such as attracting, onboarding, engaging, developing, and retaining talent (Thunnissen, Boselie & Fruytier, 2013).

In their study, The American Society for Training and Development (2008) defined talent management as an all-inclusive method that aims at driving the organisation's strategic plans forward through attracting, onboarding, developing and retaining talented employees.

The idea of shifting both mindsets and practices where employees work for the company is now shifting focus to where companies really work for the employees (Bedarkar & Pandita, 2014:106-107). Talent is one of the most important aspects in any organisation, and it is that talent that may assist a company to thrive. As a strategic business partner, the human resources department must prioritise employee experience through talent management. It is something that can really make a huge difference with regard to retention, employee performance, value added to work and commitment (Kimani, Kara & Njagi, 2013).

Talent management has become part of corporate strategy in most businesses (Pandita & Ray, 2018). The consequences of not aligning talent management processes to business strategy can result in poor organisational performance. The result could be that the Pension Fund in Namibia would not be able to accomplish its strategic goals. Few studies were done to date examining the relationship between talent management and organisational performance. This study therefore aimed to assess the talent management process at the Fund and how these talent management process improved organisational performance.

1.1.1 Background of the organisation

Namibia's first Pension Fund was established in 1989. The Fund is governed by the Pension Funds Act of 1965. The members of the Fund are all the government employees of Namibia, as well as other companies which are non-government, called participating employers. The Fund provides ancillary and pension benefits to civil servants such as retirement, ill health, death, and disability. The Fund further pays out annuity payments to dependents as well. That is the mandate of the Fund.

The Fund strives to enhance service delivery and driving internal efficiencies. The employees of the Fund are an integral part of the Fund's performance in achieving its mission and vision.

1.1.2 The Funds Talent Management Plan

Talent is an individual's natural skill to learn and develop - these talented employees add value to the organisation through exceptional performance (Ntonga, 2007). Recognising that changes in management are inevitable, the Fund formulated a Talent Career and Succession Planning Policy in 2017. The policy was aimed at identifying and preparing candidates for high-level management positions that become vacant. For prodigious organisational performance, the Fund needs to understand that functional areas and strategies should be formulated to support the overall strategic intent at all levels of the Fund. The process within the Fund currently requires constant embracing of the strategic management process.

More often to the detriment of organisations, many studies have shown that talent management is more fixated on senior level executives and tend to pay less attention to lower-level employees, who are overlooked (Tansley, 2011). Instead of just having a top-down approach, talent management must also consider a bottom-up approach which is transparent and easy for all to understand (Penc, 1997, p. 446). This type of approach may hamper talent management practices within companies which in turn affects the overall bottom line and financial performance of companies.

The Fund must reinforce competent, skilled, and well-aligned performance. The Fund must further explore critical career paths while directly engaging and empowering key employees. From the Fund's side leadership development, talent management and succession planning are about identifying successors and gaps, deciding when and how to invest in people and understanding the succession potential of individual employees (Talent Career and Succession Planning Policy, 2017).

1.2 Problem statement

Organisations can either win or fail, depending on their talent management practices. It is important to build an enabling environment where people can make an impact and grow. No organisation is immune to the war for talent. Recruiting talented employees is not a problem for many organisations; the real challenge that organisations face today is managing, developing, and retaining their key talent. Retaining talent means organisations preserve skills for a longer duration. Employee retention is an area where many organisations fail (Mwita & Tefurukwa, 2018).

The Fund's mission is to grow investments for their members, ensuring that members who are civil servants and employees of participating employers have security when it comes to their pensions. The performance of the Fund depends on the competency and skills of employees in the investments department, the ethics of the finance department, the excellent service delivery of the operations department, as well as the strategic software solutions by the Information Systems department that are all vital when measuring organisational performance. If organisations keep losing key talent, how will they manage strategic sustainability? Additionally, how will organisations keep up with organisational performance? Failure to develop and retain talent results in the organisation losing massive amounts of money and tacit knowledge (Kermally, 2004:5). If there is a misalignment between talent management and organisational strategy, how does it affect the overall performance of an organisation? Although there is no doubt that talent management can influence organisational performance, there has been no research conducted with regards to the Pension Fund Sector in Namibia.

This study has assessed whether talent management can be used as a tool for enhancing organisational performance at a Pension Fund in Namibia. This study further wanted to address any weaknesses that the Fund may have regarding current talent management policies and practices with a view to bring about necessary improvement.

1.3 Research question

The primary research question that drove this study was:

- How can talent management be used as a tool to enhance organisational performance at the Fund?

The sub questions were:

- What talent management processes does the Fund currently have in place?
- Which internal and external factors hamper effective talent management implementation at the Fund?
- Is there an apparent relationship between talent management and organisational performance?
- How does talent management affect employees' attitudes, employee individual performance and organisational performance at the Fund?

1.4 Research objectives

The following secondary objectives were also developed:

- To investigate what talent management processes the Fund currently has in place.
- To identify the internal and external factors hampering talent management implementation at the Fund.
- To determine whether an apparent relationship exists between talent management and organisational performance.
- To determine how talent management affects employees' attitudes, an employee's individual performance and organisational performance at the Fund.

1.5 Talent Management literature review

Talent

Talent is the total of an individual's natural capabilities to perform above average. Talent management is a business approach that involves employing and onboarding, performance management, career development, succession planning and learning and development (Armstrong, 2003). The talent management strategy is based upon business goals. Employees who are viewed as talented are those who have critical skills, and are highly innovative over-achievers. They are the top performers in the organisation (Hansen, 2007). Talented employees are the ones with tacit knowledge who enhance service delivery and deliver operational efficiencies by improving internal systems through business process improvements (Berger & Berger, 2004). They are ones who come up with smart, innovative ideas.

Talented employees add a competitive advantage to the organisation because these employees add value when it comes to organisational performance (Mohammad, 2015).

Talent Management

Talent management involves a cycle of hiring new talent, and molding that new talent through development and training; and lastly, retaining the employees (Laff, 2006). Talent management is a hands-on activity (Schweyer, 2004).

Talent management guarantees that organisations have the best people with the correct competences placed at appropriate positions to access business strategy. In fact, talent management consists of a comprehensive set of practices for recognising and directing people for organisational long-term goals (Mohammad, 2015; Ballesteros, 2010).

Talent Management Processes.

The five main activities in talent management are enticing, choosing, engaging, fostering and preserving employees ((Thunnissen, Boselie & Fruytier, 2013).



Figure 1.1 How different processes are integrated in Talent Management Source Bersin (2006)

Workforce Planning

This is the crucial stage. The first step is to determine what the organisational needs of talent are and aligning them to the strategic needs of the company. At this stage job descriptions and specifications are developed (Aned, Zainal & Alya, 2013).

Recruiting

During this stage, HR sources and screens candidates, and then hires the desired talent. This helps the organisation to hire the correct people for appropriate jobs. HR departments do not only seek to hire talent but also to capture and retain them (Aned et al., 2013).

Having too many unproductive employees can be detrimental to the Fund. This study analysed whether the Fund's current recruitment practices are well aligned and forward- thinking. One major cost driver for organisations is the wage bill.

Onboarding

Once new recruits join the organisation, the necessary training, tools, and policies need to be given to the new staff. This is done through induction programmes which ensure smooth transitions of new employees into their roles and responsibilities (Roberts, 2014). Bauer (2010), explained that onboarding ensures that the organisational culture is understood and accepted, ensures that expectations are met, and a real connection is established.

If the onboarding is not done well it may affect the performance of the new recruits. This study analysed whether there are proper onboarding programmes in place for the Fund.

Performance Management

Performance management is an organised practice for increasing organisational performance by way of improving the performance of individuals and departments (Armstrong, 2014:331). This is a crucial factor in talent management because this is where organisations measure the actual accomplishment of an employee to recognise his or her true capability (Aned et al., 2013).

The Fund's strategic plan is cascaded down to individual employees who are evaluated whether they are mindful of their duties, job role, and whether they are working towards the overall strategic direction of the Fund.

Training and Development

Employee development is a deliberate method that decreases leadership disparities for important positions and gives opportunities for top talent to build the competences essential for upcoming positions (Lyria, 2015). This process includes in-house development programmes, coaching, succession planning, mentoring, buddying, and job rotation and shadowing, among others (Powell, Duberley, Exworthy, Macfarlane, & Moss, 2013).

Once the performance management component is done it can be used as a basis to identify knowledge gaps and skills gaps those employees may have within the Fund.

Succession Planning

A powerful succession planning protects organisations from disruptive environments and sudden accidents (Rothwell, 2015). It involves identifying those with potential for promotion and succession of managers either at present or in the future, even though things change and affect the plan (Aned et al., 2013). It is good to recognise employee efforts and develop clear career paths to retain them for a lengthier time (Aned et al., 2013).

Compensation and benefits

Compensation is a powerful element in the talent management process for both employers and employees as it affects the bottom line of the talent acquisition, job satisfaction, attraction, retention, and performance (Singh, 2007). Organisations retain their most treasured workers through excellent, total-rewards practices which make the staff feel appreciated and ultimately eager to make a constructive contribution and long-term loyalty to an organisation (Mohammad, 2015). At this stage HR can make use of exit interviews to determine job dissatisfaction; and why employees are quitting jobs (Singh, 2018).

Critical Skills Gap Analysis

This stage is interlinked with workforce planning and succession planning, to find the skill sets that have higher demand and deficits, and to address them proactively; which benefits both employer and employee for better recognition of needed training and acquisitions in the future (McGuinness & Ortiz, 2016).

The study evaluated whether the Fund does this on a continuous basis as this is not a once-off activity.

The link between Talent Management and Organisational Performance

Organisational performance is the concept to which an organisation achieves its predetermined goals with the given number of resources and means. Organisational performance can be achieved through proper leadership, communication, talent management, performance, and measurement (Richard, Devinney, Yip, & Johnson, 2009). It can be measured through improved operations, improved return on investments, greater market share and profits (Richard, Devinney, Yip, & Johnson, 2009).

Talent management must integrate fast talent allocation, constructive worker experience, and a tactical HR unit to be effective (Stahl, Björkman, Farndale, Morris, Paauwe, Stiles, Trevor, & Wright, 2012). The three components add values to key business outcomes which range from employee retention, product and service quality, financial performance, international stakeholder satisfaction and customer loyalty (Stahl, et al, 2012). Many organisations fixate over short-term financial performance instead of prorating the organisation's long term sustainable success.

In 2011 Optimis developed a talent management and organisation performance model. The model (as shown in Figure 1.2) clearly illustrates the relationship between the talent management and organisational performance.

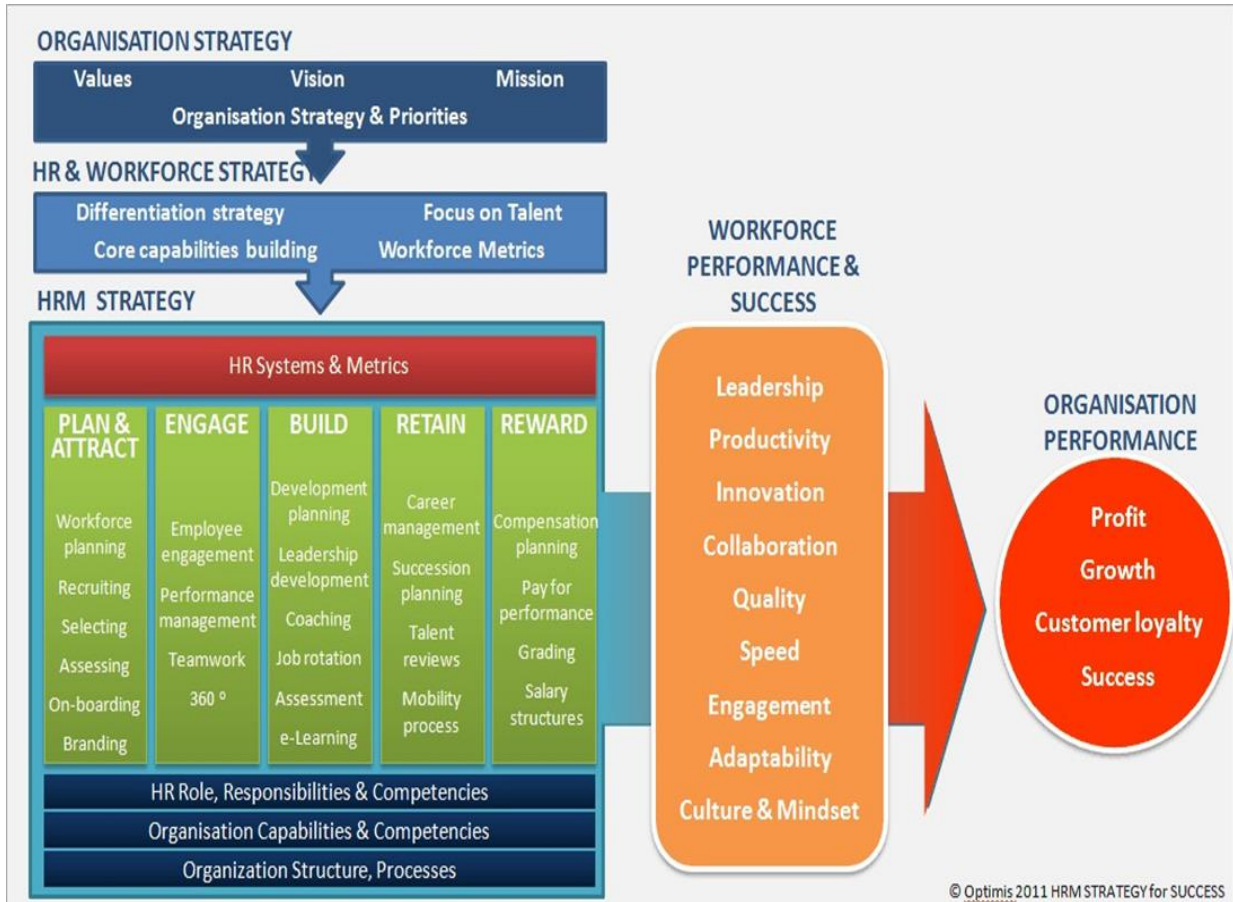


Figure 1.2: Talent Management and Organisation Performance Model Source; Optimis (2011)

Mohammad (2015) explained that organisations need their employees to remain competitive. The true success of every organisation depends on the performance of the personnel they have. According to the Project Management Institute Report (2013), organisational strategy aligned with talent management systems have a 72 percent success rate of financial performance.

1.6 Research methodology

Research is about finding answers to unanswered questions through the process of gathering information (Goddard & Melville, 2004:1). Research is a methodical procedure of gathering, examining, and translating information—data to expand our knowledge of a phenomenon (Leedy, Ormrod & Johnson 2014:20).

The different types of research methodologies may be divided amongst the qualitative approach, the quantitative approach, and the mixed-methods approach (Cresswell: 2013:3). Qualitative research is a method for investigating and recognising the value persons or classes impute to a collective or social problem (Creswell: 2013:3). This study adopted a qualitative research approach, which is open, interpretive, and theoretical in nature (Flick, 2015). The researcher used an interpretivist philosophy (Cresswell, 2013:15).

Qualitative research generally requires a smaller sample size than quantitative research because it focuses more on quality than quantity (Leedy & Ormrod, 2015). Sampling determines the accuracy of a study (Bryman,2012). The sample size of this study was 10 participants.

The researcher used online interviews on Teams as the key method of data collection.

1.6.1 Qualitative research approach

The study used a qualitative research approach to understand talent management programmes within the Fund. Qualitative research is rich in descriptions (Leedy & Ormrod, 2015). Neuman (2016:154) stated that the qualitative approach offers comprehensions into the study under review and uses a reduced sample size.

1.6.2 Population and sample framework

A population is a complete set of persons, factions, and incidents that have common characteristics defined by the sampling criteria (Ngechu, 2004). The target population is the entire group of people the researcher wishes to generalise in the study findings (Leedy & Ormrod, 2015). The Fund employs a total of 260 employees in total.

The targeted sample comprised of 10 participants.

Category	Sample
Executive Management	2
Middle Management	3
Supervisors	2
Staff	3
Total	10

A sum of 10 staff members listed above from various departments formed part of this study sample seeing that they were the key informants for this study. This study used purposive sampling as the researcher chose participants appropriately (Bernard, 2002).

The basis of sampling enabled the researcher to have an overall perspective in terms of different levels within the Fund. Executive management, middle management, supervisors, and general staff all have a role in organisational performance.

1.6.3 Data collection method

Hoffmann et al., (2013) defined data collection as the methodical collection of information required to answer the research questions and objectives and give more clarity about the problem statement of a study. For the purpose of this study, semi-structured interviews were used as the primary source of data collection.

Normally interviews were conducted in a face-to-face manner but due to the current pandemic of COVID-19 the researcher made use of technology whereby interviews were conducted on Teams, WhatsApp video call, as well as other methods of video calls. A pilot study was performed with 10 employees who were not part of the final study – in order to assess the feasibility and pertinence of the instrument, and determine the time needed to carry out the interview. The responses of participants were recorded and transcribed for analysis and comparison.

The interview guide consisted of two sections:

Section A: Demographical information

Participants were obliged to specify their unit, gender and job category, as well as the duration of employment within the organisation.

Section B: Safety climate assessment

This section contained seven interview questions which looked for an understanding from participants as to how they understood the Fund's current (at the time of the study) talent processes, and whether it affects organisational performance.

The researcher was guided by semi-structured questions and adhered to the ethics of data collection to avoid any bias in the research.

The interview guide is attached as Annexure A.

1.6.4 Qualitative data analysis

Content analysis was used for this study. Vaismoradi and Turunen (2013) described content analysis as a systematic way to summarise qualitative data. Data was organised into highly organised and concise summaries of results. The audio recordings of the interviews were used and transcribed.

Leedy and Omrod (2015:102) defined content analysis as “a detailed and systematic examination of the contents of a particular body of material for the purpose of identifying patterns, themes, or biases within that material”. This study used aspects influencing talent management with a behavioral methodology, for example recognition of talent management, perception of leadership, career support, job reputation and performance management.

The study merged the findings in the same subject that allowed the researcher to differentiate the prevailing relationships among findings; that is to say, whether the same or different things are said about the same topic (Sandelowski & Barroso, 2007).

1.6.5 Trustworthiness, Credibility and Authenticity

Trustworthiness

Trustworthiness in research is best described as whether the research is believable or not. Can it be trusted, is it a true reflection of what is happening? To build trustworthiness in qualitative research, Lincoln, and Guba (1985) cited in Cope (2014) initially submitted four benchmarks: reliability, trustworthiness, confirmability, and transferability. In order to ensure accuracy and honesty, the researcher conducted participant checking, detailed transcription, systematic planning and coding.

Credibility

Credibility refers to the proper representation of the participants' opinions and commentary (Polit & Beck, 2012). The researcher obtained informed consent from the participants, engaged with participants and used audit trails to enhance credibility. The study relied on maintaining the reliability of data analysis through meticulous record keeping of all data collected.

Transferability

Transferability pertains to whether the findings can be applied elsewhere (Alfred, 2020). The researcher gave adequate evidence on the participants and the research framework to assist the reader to evaluate the outcomes' potential of being "appropriate" or transferable.

Dependability

To achieve dependability, researchers should ensure the research process is logical, traceable, and clearly documented (Tobin & Begley, 2004) If all things are equal, in the same setting with the same participants, the study must have the ability to be replicated (Shenton, 2004:66). In order to ensure dependability, the researcher ensured that there were clear documentation of the research, that there is an audit trail of the research and that the findings of the study are easily accessible.

Confirmability

Confirmability is when the study is free from the researcher's bias (Cope, 2014; Polit & Beck, 2012). In order to demonstrate that the study was free from bias the researcher did illustrate how deductions and readings were reached.

1.7 Ethical considerations

It is important when conducting research to observe all ethical considerations (Alfred, 2020). Participants need to be protected from harm. Therefore, researchers need to prevent harm to those who participate in the study (Fouka & Mantzorou, 2011:122). Before going into the field to do the research, permission was obtained from the Pension Fund to conduct research, and the permission letter given by the university was presented to the participants.

The participants who took part in the research voluntarily chose to do so without any form of coercion or persuasion and had the freedom and ability to withdraw at any time, as well as the right to refuse an answer. Before commencing with data collection, the researcher obtained approval from UNISA SBL Ethics committee. Respondents were guaranteed privacy and all answers were reflected for the sample as a total.

Data Management

Data management is how the researcher plans to execute the data collection, organisation, storage, preservation, and publication of digital and physical data (Jones, Pryor, & Whyte, 2013). This may include images, documents, spreadsheets, transcripts, and audiotapes. The researcher formulated a data management plan to outline how data would be safeguarded during the entire research process.

The following ethical considerations applied to this study:

1.7.1 Informed consent

Before starting with any data collection, informed consent was obtained from participants. The researcher explained the interview guide to the participants. No coercion was used against participants.

1.7.2 Protection from harm

Confidentiality was upheld before and after the study completion in order to keep participants free from any harm. Any recommendations from the study were privy to the Fund.

1.7.3 Right to privacy

The researcher gave each participant a unique, random code number and the number was used on all of the documentation instead of participant's name. No participants were named when presenting findings after data collection. The researcher avoided discussing study participation (Leedy & Ormrod, 2015:123).

1.7.4 Delimitations of the study

This study was warranted by the need to improve talent management practices at the pension Fund in Namibia. The researcher limited this research to executive management, middle management, supervisors, and staff of the Fund. The findings cannot be generalised to the pension Funds in Namibia as it was a qualitative study with the purpose to better understand and not to generalise.

1.8 Conclusion

This chapter introduced the topic of the research problem and the research questions of the study. The research objectives were derived from the problem statement. The research methodology was also discussed in this chapter which specified the target population and sample size. The subsequent chapter will focus on the literature review around the topic.

CHAPTER TWO: LITERATURE REVIEW

The aim of this chapter is to discuss the literature review where the relevant concepts will be identified and discussed.

2.1 Introduction

The previous chapter introduced the research topic and gave a background of why the study was undertaken. This chapter reviews the literature and how these processes can be used to enhance organisational performance. A theoretical framework for guiding the research objectives and questions will also be discussed. This theoretical framework guided the research when assessing the relationship between talent management and whether talent management can be used as a tool for organisational performance.

2.2 Definition of Talent

Many scholars have formulated different definitions for talent. Firstly, Collings and Mellahi (2009) defined talent as people who are intelligent, accomplished and experienced within an organisation. These employees have passion for their jobs and therefore perform very well under pressure (Ott, Tolentino & Michailova, 2018).

Becker and Huselid (2006, p.904) defined talent as “when employees are able to contribute to a firm’s strategic objectives, they have (strategic) value.” It is based on this background that Collings and Mellahi (2013) indicated that the strategic importance of talent depends on whether these employees add value to the organisation. In other words, talent is the sum of contributions (adding value), commitment (willing to do the work), and competence (ability to do the work) (Becker & Huselid, 2006). As illustrated by the definitions above, talent is the input, and the output is performance. Without talented employees an organisation can barely reach its strategic goals and objectives.

2.3 Definition of Talent Management

There is no single or concise definition of talent management. Human Resources professionals as well academic scholars themselves commonly have different definitions of talent management. Talent management involves the acquisition, development, and retention of the personnel that is the potential talent which can fulfil the present and future needs of the organisation (Cappelli & Keller, 2014). All these activities (attraction, acquisition, development, and retention) are integrated (Ayub, 2017).

Talent management involves aligning people's raw intelligence with the right job roles (Devine, 2008). This in turn ensures that organisations get the optimal best out of their employees (Lyria, 2014). Talent management increases employee performance, which improves financial performance such as income generation (Ayub, 2017). It is an added benefit for both the employee and the organisation because of mutual gains and benefits (Ayub, 2017).

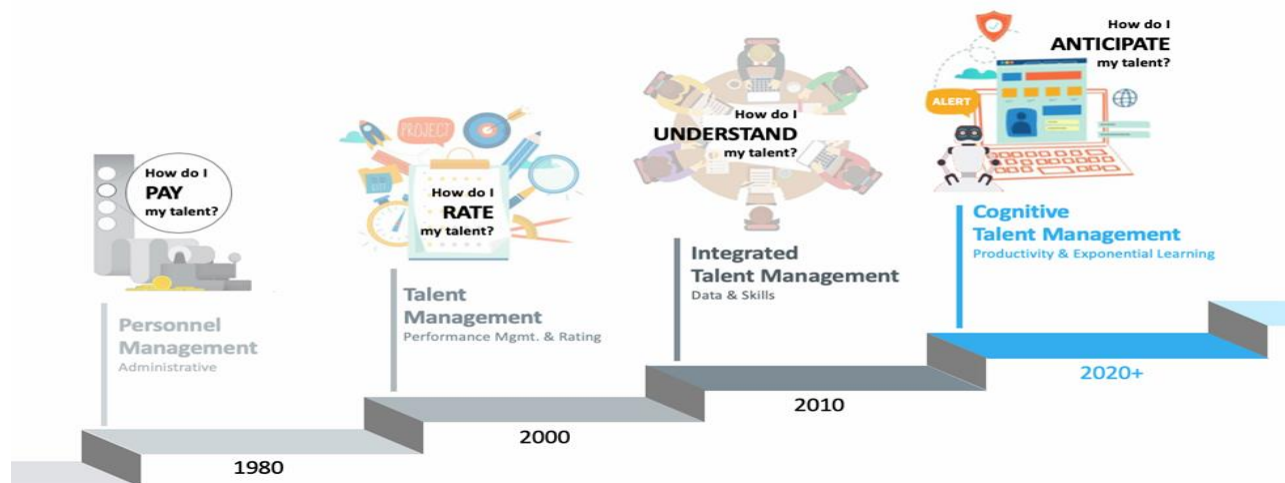


Figure 2.1 Evolution of Talent Management: Delivering Value in the 21st Century adopted from Grewal (2020)

Figure 2.1 above shows the evolution of talent management from the 1980s to date. In the 1980s HR focused mainly on administrative services such as hiring, record keeping,

and making sure people had the necessary benefits (Capelli, 2008; Grewal, 2020). By the 2000s HR shifted towards a business partner model, aligning HR strategies to organisational strategies thus introducing performance management (Lawler & Boudreau, 2009). By 2010 HR focused more on knowledge management by focusing on retaining data and skills which was a more integrated approach (Grewal, 2020). In the present times HR focuses on a cognitive approach which involves exponential learning and productivity (Grewal, 2020).

2.3 The War for Talent

In 1997 McKinsey & Company introduced a now famous term called the “War for Talent”. The “War for Talent” report stated that “better talent is worth fighting for” (Chambers, Foulon, Handfield-Jones, Hankin & Michaels III, 1998). The demand for talented employees far exceeds their supply (Urbancova & Vnouckova, 2015). Businesses are now facing an increasing skills shortage; and unemployment figures are at a record low (Urbancová, 2012). With global talent becoming so rare because of fierce competition, attracting talent, motivating them, and retaining the high performers it has become a challenge for organisations (Ooi, 2009:14).

Companies need to redevelop approaches particularly in present times to address the shrinking talent pool dilemma and this can only be done by realigning HR practices (Temkin, 2008). There is a global talent shortage, because all organisations go for the same talent which results in intensified competition (Ebrahim, Razak, Mustakim, Mokhtar & Sauid, 2021). One of the ways that senior executives in the corporate world can tackle this is by becoming innovative by investing in talent management practices in order to get a greater return on investment (Ooi, 2009:14). According to Chambers et al. (1998) the main driver for any successful organisation is acquiring the key talent that drives innovation and drives the business forward.

2.4 Theoretical Framework

A theoretical framework is a general assumption about a nature of study or phenomenon. A framework sheds light on why things are the way they are (Kombo & Tromp, 2006). It is a compilation of interconnected theories upon which the researcher bases the research which determines the constructs, variables and the relationships between those variables (Kaplan & Maxwell, 2005).

Using a theoretical framework, the researcher will discuss the theories that are related to the research topic, which guides interpretation and analysis of data (Chukwuedo, & Uko-Aviomoh, 2015). It serves two purposes: it shows how the research fits into what is already known and secondly it shows how the research contributes to the research topic.

2.5.1 The AMO framework

The AMO framework was developed by Appelbaum, Bailey, Berg, Kalleberg and Bailey, in the year 2000. The AMO framework proposes that employee performance (P) is a function of the employee's ability (A), motivation (M) and opportunity (O) to perform.

The AMO model (illustrated in Figure 2.2) is grounded on the belief that having motivated employees results in high organisational performance and revenues. Human resources departments want employees to get both extrinsic and intrinsic compensations to meet their needs (Collings & Mellahi, 2009).

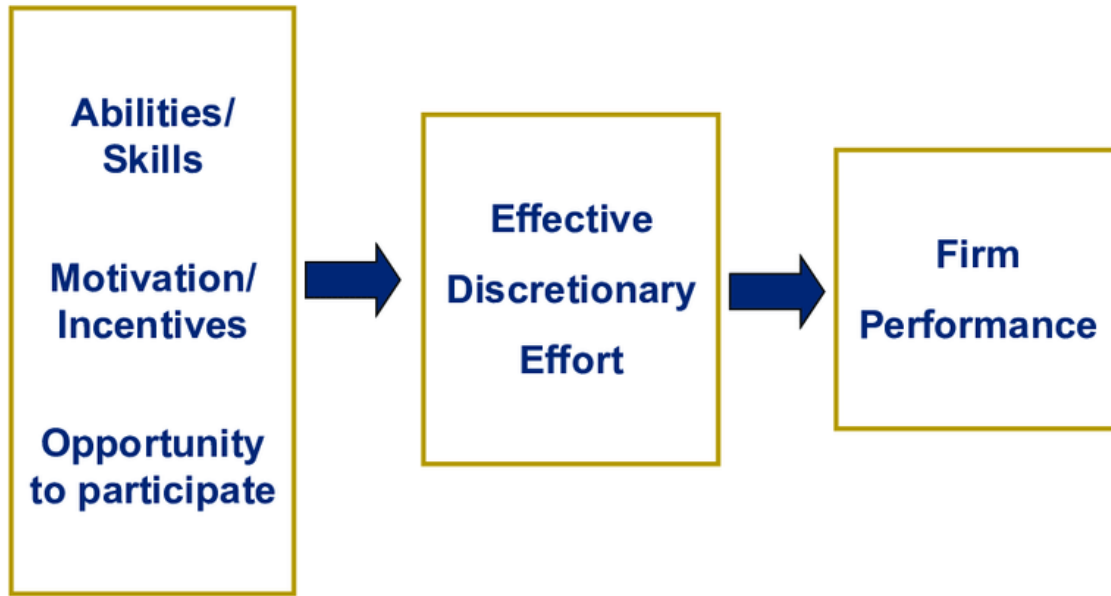


Figure 2.2 AMO-Model (Appelbaum et al., 2000)

A notable feature of the AON framework is that it shows that talent management can create value and maximise organisational performance through its employees. Revenue is about getting the most value of your people and this is done by giving employees all the tools they need to do their work (Appelbaum et al., 2000).

2.5.2 Strategic Talent Management Model

Collings and Mullah developed the Strategic Talent Management Model in 2009, the model shows a strategic focus on how to manage people. The focus is on recognising and developing the organisation's talent pool in important positions (Collings & Mellahi, 2009). The benefit of this model is that it increases worker motivation which results in job satisfaction, which in turn improves organisational performance.

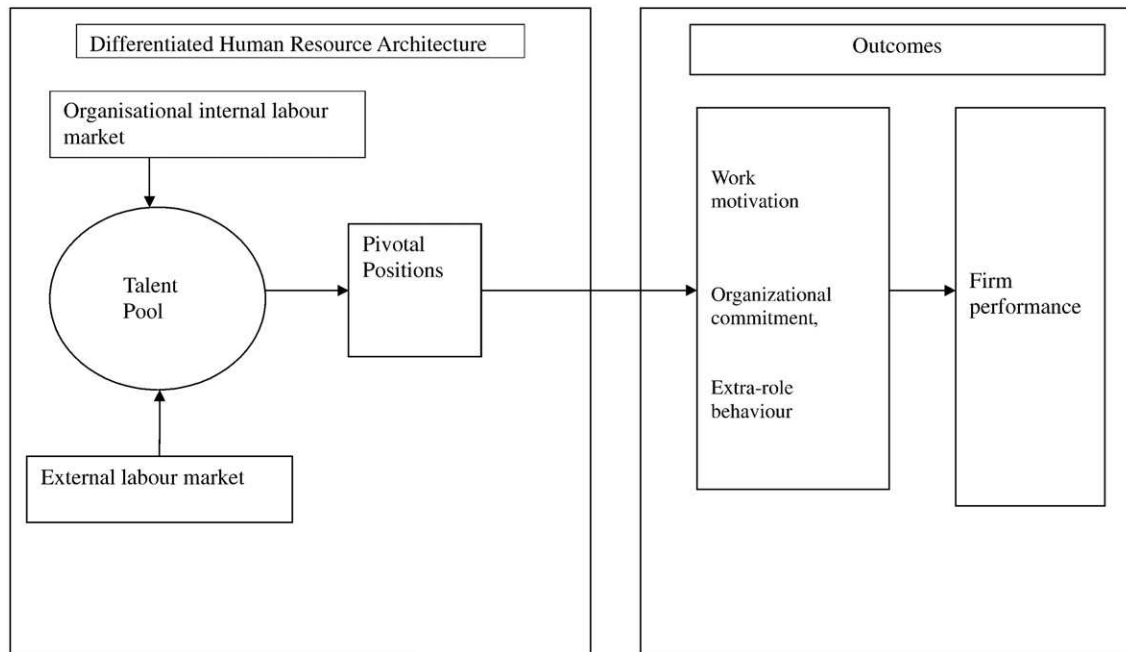


Figure 2.3 Strategic Talent Management Collings and Mellahi (2009)

2.5.3 Ingram’s model: Three-dimensions of Talent Management

Ingram developed a model in 2016 after conducting a study in Polish organisations. Ingram’s study gives a visual illustration of the relationship between talent management and organisational performance. The study found that for talent management processes to be a success it requires three dimensions, namely strategy, organisational and ideology. The interrelation between the three dimensions is illustrated below in Figure 2.4.

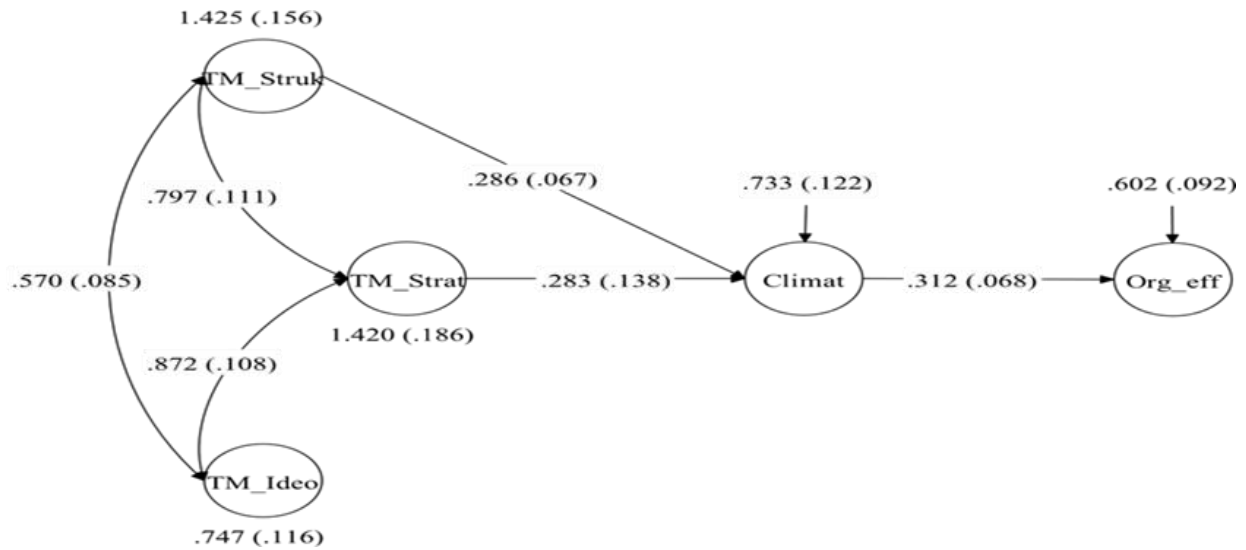


Figure 2.4 Model of relationships between talent management dimensions, climate for creativity and organisational performance Source: Ingram, 2016.

- Legend:
- TM_Struk – structural dimension of talent management;
 - TM_Strat – strategic dimension of talent management;
 - TM_Ideo – ideological dimension of talent management;
 - Climate – climate for creativity;
 - Org_eff – organisational performance.

Model coefficients and standard errors are given.

2.6 Talent Management Processes that influence organisational performance

Figure 5 below present a model that defines talent management processes in clear terms.

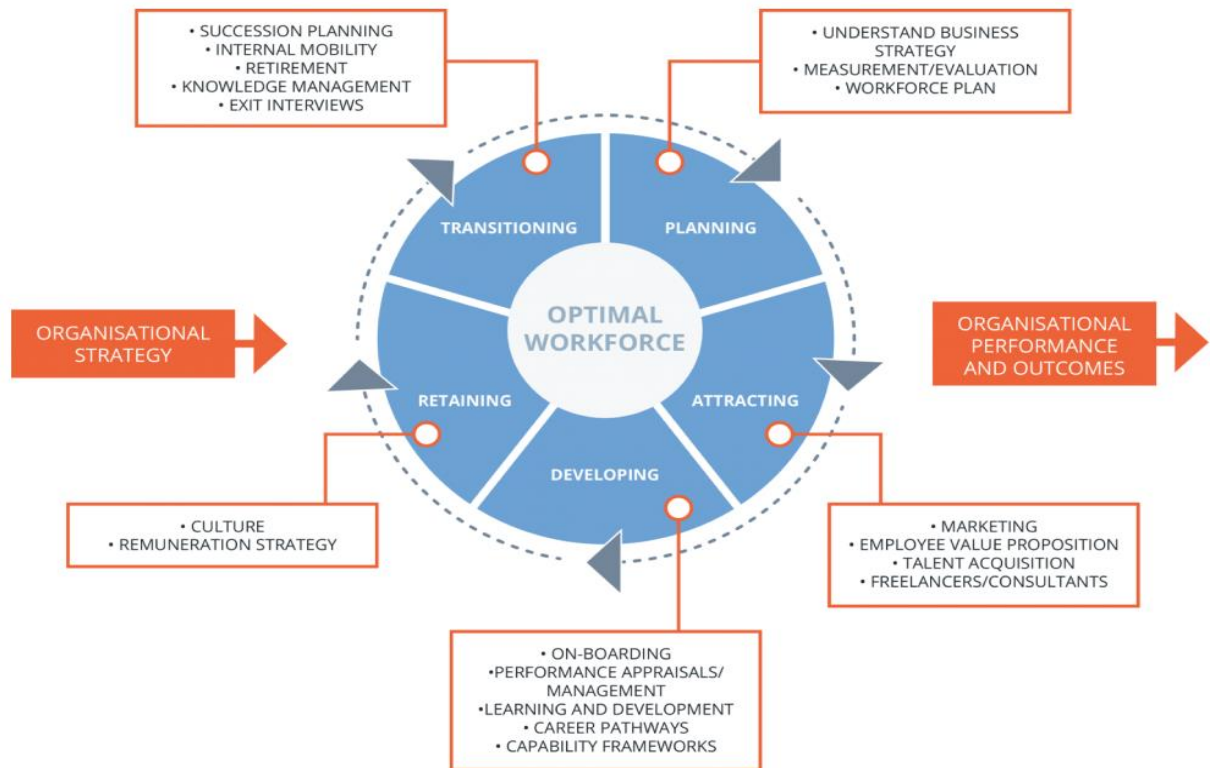


Figure 2.5 Talent Management Model adapted from Momtazian (2018).

This model helps to identify the key phases that employees go through when they work for an organisation. The model can help to create a better employee experience and it provides a framework for the company. The various stages of talent management are listed in the paragraphs hereafter.

2.6.1 Planning

Planning is the initial phase in the Talent Management Model. Farley (2005) highlighted that the strategic goals of the business need to be aligned with employee needs to drive success. In this step HR focuses on pivotal jobs roles and the talent pool.

The planning stage identifies the requirement of human capital and develops the job descriptions and key roles (Schuler, 2012). This step aligns the TM model in accordance with the organisational goals and assesses the previous initiatives, workforce profile, talent performance and behaviour to date (Schuler, 2012). The consequences of not aligning talent management processes to business strategy can result in poor organisational performance. The talent plan is formulated and proposed to ensure that employees with the right knowledge and skills are chosen (Hongal & Kinange, 2020).

2.6.2 Attracting

Wolor, Khairunnisa and Purwana (2020) defined talent attraction as the effective recruitment process that ensures that people with special skills which cannot easily be copied or substituted are attracted in order to differentiate organisations from their competitors. Talent attraction comprises of employer branding, organisational culture, and employer of choice (Armstrong, 2011; Lyria, 2014). It is here that the company articulates what value the organisation can offer the employee (Momtazian,2018).

2.6.3 Developing

This stage ensures overall talent development and growth of the employees within an organisation by identifying the potential of employees (Yarnall, 2008; Ross, 2013; TEKIK, 2017). The employee development involves improving and expanding their skills, knowledge, aptitudes and proficiency to fulfil new challenges (TEKIK, 2017). Development of talent can consist of counselling, coaching, educating, mentoring employees and job rotation. The employees thus become future leaders and assets for the organisation (Momtazian, 2018).

2.6.4 Succession Planning

Succession planning involves identifying key positions, evaluating, and developing the chosen employees' skills and knowledge for the advancement (Taylor, 2004). The talent pool consists of personnel with excellent talent for senior positions, emerging stars, evolving leaders, and local talents (Tansley, 2011). HR looks at the long-term strategic goals of the organisation and uses that to identify top performers and develop them in

their respective departments (Momtazian, 2018). The goal of succession planning is to support talented employees to help them adapt to new positions (Baartvedt, 2013). It is a proactive measure undertaken by organisations and one that pays off in both the short and long run.

2.6.5 Performance Management

Performance Management is a set of processes and systems aimed at developing an employee so that they can perform their job to the best of their ability (Armstrong, 2015). PM ensures that an organisation aligns its strategic goals to the performance of individual employees (Collins & Mellahi, 2009). PM involves goal setting through action plans and appraising the actual work done by employees to achieve the set goals (Momtazian,2018).

This is a critical measurement tool in talent management where organisations can assess whether they are getting return on investments from employees.

2.6.6 Retaining Talent

Retention is when companies manage to keep their employees from leaving the company (Ramlall, 2004). Companies should aim at keeping the top performers from leaving because the strategic goals of the organisation depend on it and rather encouraging the poor performers to leave (Das & Baruah, 2013). Employees generally resign from their jobs because of either low motivation and morale, poor working conditions and relationships, and lack of opportunities for personal growth and development (Naseem & Ahmed, 2020).

The study by Hong, Hao, Kumar, Ramendran, and Kadiresan (2012) found that career growth and development followed by rewards and compensation is crucial for retaining the employees. Walker (2001: 6-10) identified seven factors that can enhance employee retention: (i) rewards and recognition (ii) opportunities for growth and challenges, (iii) development and training (iv) good culture, (v) good working conditions, (vi) healthy work life balance, and (viii) proper and open communication.

2.6.7 Exit Interviews

Most employees who resign from the organisation have a lot of knowledge about the workplace and culture. When employees resign or quit HR must do a final sit-down to gain insight on areas that may need improvement operations, workplace ethics, policies and employee morale. (Hossain, Himi, & Al Ameen, 2017).

Exit interviews give organisation the opportunity to improve the way they do things and going forward, talent management policies may be re-looked at (Momtazian,2018).

2.7 External Factors that Hamper Talent Management Implementation

Many organisations are going through drastic changes during the current COVID-19 pandemic. There have been many economic changes, national and global crisis and changes in government regulations as well. HR being the glue that holds organisations together must make difficult decisions that directly impact the employees. In the current (COVID-19) crisis employees fear because of uncertainty surrounding their jobs. According to the Business Insider South Africa 2020, several South African businesses also filed for bankruptcy protection during lockdown - some of these companies include Edcon, Comair and Phumelela Gaming & Leisure. Similarly, in Namibia, almost 600 employees from the only Namibian national airline; Air Namibia, were laid off when the already struggling airline went into liquidation in 2020 (The Namibian Newspaper, 12 February 2021).

One current challenge related to the CoOVI-19 pandemic that employers face is, who to keep and who to let go, pay cuts, job freezes and most importantly drafting and implementing workplace response plans and wellness programmes for COVID-19 policies and practices, just to name a few (McKinsey, 2020).

2.7.1 Globalisation

Finding people with the right skills globally and managing them is no easy task. Many New Global Talent Management (GTM) policies must be developed by organisations which inform organisations as they develop total rewards programmes, succession planning programmes and overall global workforce planning (Khilji, et al.,2015). HR

cannot be using the same approaches in a global setting as in a local setting, because this may result in bad decision making which may cause financial ruin and even business failure (Kim & McLean, 2012).

The model below (Figure 2.6) shows the elements in the macro environment, and drives the talent management process such as planning, onboarding and retaining and the outcomes it depicts such a quality workforce and competitiveness.

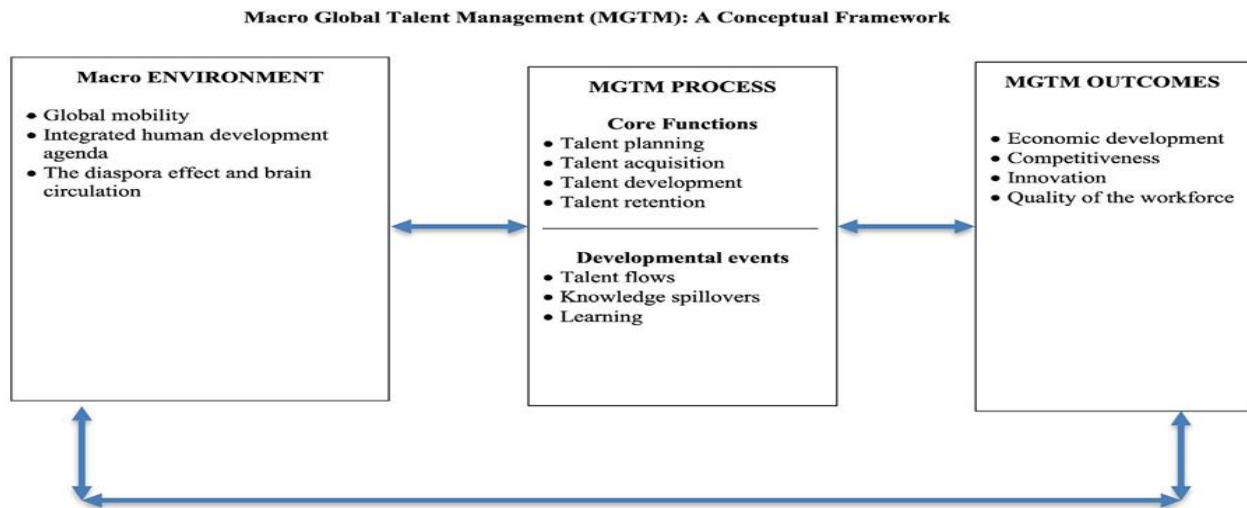


Figure 2.6 Macro global talent management (MGTM): a conceptual framework adapted from Khilji, et al. (2015)

2.7.2 Technology

Technology is a system of practical knowledge and problem solving to create tools which are used in the production of goods and services (Claus, 2019). It is tools used in the work environment to communicate such as gadgets, software, and gizmos.

Aon predicted in 2015 that by 2020 an individual would have had over six technological devices and spend more than 2.5 hours on mobile devices daily. The workforce is used to a high-quality digital experience while engaging on platforms. To achieve these outcomes, one needs to include providing a consumer feedback session across the employee life cycle, facilitating readily available information, greater partnership, social

knowledge, a move from integrated to unified platform based on one technology, one user experience and one data model (Aon Report, 2015).

HR must find a way to respond quickly and adequately for example due to the current COVID-19 pandemic staff engagements, meetings, job interviews are mostly conducted virtually via Zoom Meetings or Teams (Newman, & Ford, 2021).

2.7.3 COVID-19 Pandemic

The “War for talent’ has been affected by the COVID-19 pandemic. The current economic, political, and financial and technological conditions are changing at a fast pace and many companies have experienced major revenue losses, and budget shortages and some companies even got liquidated. In 2020 the only national airline of Namibia (Air Namibia) entered into voluntary liquidation, sending close to 600 employees home. This a monumental challenge globally because the organisations that did not close ended up downsizing. The influence of the COVID-19 pandemic on talent management is hiring freezes, retrenchments, salary cuts, and cancelled bonuses (Aguinis, & Burgi-Tian, 2021).

This obviously affects the implementation of talent management programmes within organisations. Companies have become less willing to pay top dollar for talent now that the pandemic has forced a shift to e-commerce, redefining the front for the war for talent. Organisations are now forced to tap into different ways to be more diverse and innovative, allowing employees to work from home. The pandemic has some positive sides such as allowing employees to be more flexible, moving away from traditional ways of working. All these factors affect the implementation of talent management programmes.

2.8 Internal Factors that Hamper Talent Management Implementation

2.8.1 Talent strategy versus business strategy

According to Kaplan and Norton (2001) 90% of strategies fail in implementation because of a lack of implementation and unaligned HR strategies and practices. The company's strategy is headed in one direction and the HR strategy is in the opposite direction

If HR focuses on this collaboration it will end up working smarter - business strategy must drive HR practices and policies. This should be done by transforming HR to meet the new business priorities (Kaplan & Norton, 2001). If the talent management strategy and key performance indicators are not aligned to organisational strategic goals, the organisation will not be getting the desired outcomes (Cohn, Khurana, & Reeves, 2005).

To develop talent HR strategy, HR must use a business partner approach. Long start-up periods mean lost efficiency (Morgan, & Jardin, 2010). Many companies do not have a proper induction programme (Morgan, & Jardin, 2010).

2.8.2 Job Satisfaction

Job satisfaction or employee satisfaction has been defined in many ways. Spencer (1997) defined it as the positive feelings employees feel towards their job. It comprises of both cognitive and affective aspects of the job. Employees have the need to feel safe, secure and motivated in their jobs (Hafez, AbouelNeel, & Elsaid, 2017). Factors such as general wellbeing, and working environment affect job satisfaction (Cappelli, 2000). If employees feel happy with their jobs, they tend to remain loyal to the companies thus affecting employee retention and turnover (Cappelli, 2000).



Figure 2.7 Maslow (1962) Hierarchy of needs

In the pyramid (Figure 2.7) above Maslow found that human beings essentially have five different types of needs, and that both the material and spiritual needs must be attended to. This hierarchy of needs is also applicable to the business environment when it comes to employees. A business will offer different incentives to workers to help them fulfil each need in turn and progress up the hierarchy (Muriithi, & Makau, 2017). Staff development, recognition programme and training and rewards are base lines used to address employee needs which are talent management programmes.

2.8.3 Employee Engagement.

Engaged employees are those who are involved in, enthusiastic about and committed to their work (Sorenson, 2013). Employee engagement is about individual and organisational performance. Employee engagement affects individual and organisational performance. (Mann & Harter, 2016). Kaliannan and Adjovu (2015) stated that employee engagement boosts the organisational brand image, increases collaboration between employer and employees and has a positive impact on commitment and job satisfaction.

2.8.4 Leadership

The role of leadership is to hire great people and enabling them to do their work and holding them accountable. Leadership involves inspiring and developing employees in order for them to reach their goals (Top, Abdullah & Faraj, 2020). Transformational leadership encourages succession planning. Managers as leaders should be the primary talent builders, they should see gaps and improve skills of their teams. They should deal with negative behaviours such as grievances and poor performance by subordinates. They are the key players when it comes to implementation of talent programmes, cascading down organisational strategies to departments and teams (Top et al.. 2020). Leadership also affects the overall culture of an organisation (Mogane, 2014).

2.8.5 Organisational culture

The phrase “this is the way we do things around here” is used often used to define culture. Every organisation “does things” in their own distinctive way: the way they organise meetings, uniforms, how they talk to each other, the working hours. The culture describes the environment in a group of people that work together, live in the same country or part of the country and other social groups (Hofstede, 2001, p.9). The workplace culture could have an important influence on the performance, motivation, employee attitudes, loyalty, morale, and job satisfaction. This will in turn affect the turnover for the organisation and its overall success (Warrick, 2017, p. 396).

2.9 The Relationship between Organisational Performance and Talent Management

2.9.1 Financial Performance

Talent management enhances group and individual efficiency and capability to work excellently in the workplace to increase productivity. Looking at the different perspectives, (1) increased revenues or profits, (2) stakeholder return on investments and (3) the market performance; organisations with a deliberate talent management strategy demonstrate significantly higher financial performance compared with their industry peers, for example, regarding operating profit (Axelrod, Handfield-Jones & Welsh, 2001).

How does having a talent management programme generate a return on investment (ROI) for organisations? Satisfied employees lead to a high-performance culture. Talent

management focuses on the full utilisation of employee potential (Sparrow, & Makram, 2015). Meaning effective use of available man-hours, it keeps employees engaged constructively, it helps develop leaders for tomorrow (Saloni, 2017). Kumar and Pansari (2015) found that employee engagement, which is an element of talent management, can increase performance in revenues. Other authors such as Kataria, Rastogi and Garg (2013) found the same relationship. Kataria et al., (2013) found that organisational success may be achieved with collaborative talent management programmes.

2.9.2 Employee Performance

Jacobs (1981) described how top performance by employees on an individual level boosts organisation's total performance. Talented individuals, as an organisation's strategic resource, lead companies to achieve superior performance (Čizmić, & Ahmić, 2021). Talent management has shown a significant increase in operational excellence, sustainability, and positive work culture (Bethke-Langenegger et al., 2011). In the end it all leads to customer satisfaction, and when customers are satisfied companies can gain competitive advantage (Cappelli, 2008; Hills, 2009; Bethke-Langenegger et al., 2011).



Figure 2.8 Source; OPTIMIS (2011); Layria (2014).

From the analysis above, talent management enables succession planning and that it supports organisational strategy.

2.10 Limitations, Weaknesses and Gaps in the Literature

The literature revealed the positive relationship between talent management and employee performance (Ingram, 2016; Saloni, 2017; Kumar & Pansari, 2015). However, the following weaknesses were identified from the analysis of the literature:

- There is lack of empirical evidence that focuses on the talent management processes and what internal and external factors may hamper the implementation of these processes. Ingram (2016) cautioned that having talent management programmes do not guarantee improved organisational performance in relation to competition.
- Few studies have been conducted regarding the return on investments derived from talent management programmes. Some of these studies did not explore how talent management processes influence employees' attitudes, employee individual performance.
- The aim of this study was therefore to address these research gaps by uncovering the execution of talent management in Organisation X in the Pension Sector. This will in turn give awareness for organisations different national and cultural contexts in the global context.

2.11 Conclusion

This chapter defined what talent management is and further discussed the various factors hampering talent management implementation. It also illustrated the gaps in the literature that needs to be addressed. The following chapter will discuss the methodology that was adopted for this study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter reviewed relevant literature relating to talent management. This chapter sets out the methodology that was utilised in the study. The population, sampling techniques, and data analysis procedures were examined in the methodology chapter.

3.2 Research Design

A research design is a comprehensive well-organised procedure utilised by a researcher to carry out a study (Cresswell, 2013:11-12). A qualitative approach was used because it provides an in-depth understanding of a study (Cooper & Schindler, 2006). The research design was guided by the interpretivist philosophy (Cresswell, 2013:15). Mugenda and Mugenda (2003) explained that a research design constitutes the outline for data collection, measurement, and analysis. An interpretative approach is based on understanding the interpretations and meanings people give to actions (Schwartz-Shea, & Yanow, 2013). Interpretivists place emphasis on understanding social contexts and world views and individual and group experiences (Collins & Hussey, 2003).

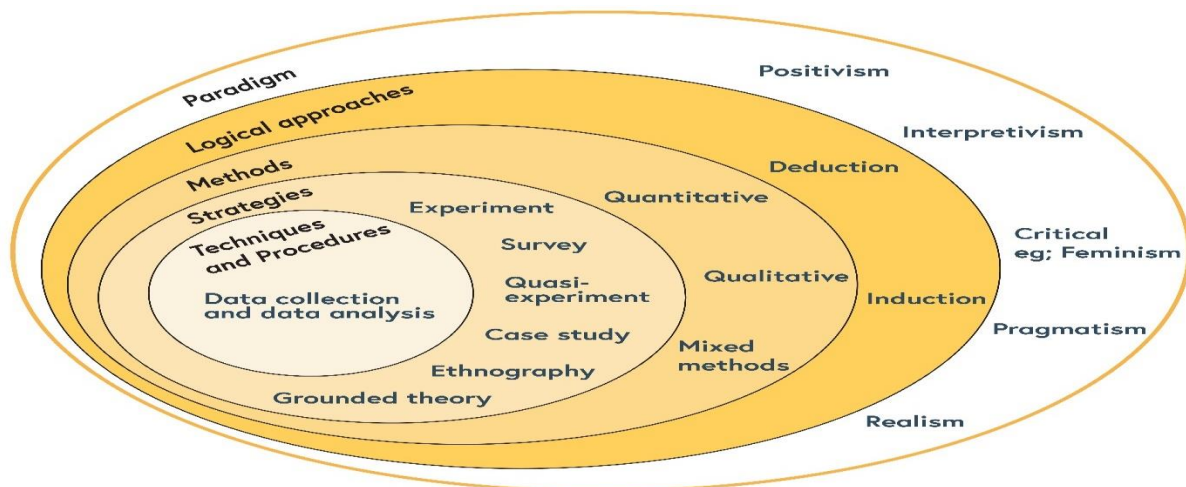


Figure 3.1 The research onion (Adapted from Saunders et al. 2015)

Table 3.2 presents the research design outline that was used in the study (Bless, Higson-Smith & Sithole, 2013:135).

Description	Application to the Study
Primary objective of the study	To determine how talent management can be used as a tool to enhance organisational performance at the Fund
Research design	Qualitative Interviews Interpretive philosophy
Sampling technique	Purposive sampling
Research procedure	The researcher obtained ethical clearance from the UNISA SBL ethical Committee
Instrument used	Semi-structured, in-depth interview guide
Pilot study	A pilot survey with 4 participants was conducted.

Table 3.1 Research design

3.3 Research methodology

Research methodology is the specific procedures and techniques used to identify, select and process and analyse information about a topic (Mugenda & Mugenda, 2003). Qualitative research is a method for investigating and recognising the value persons or classes impute to a collective or social problem (Creswell: 2013:3). A qualitative approach is open, interpretive, and theoretical in nature (Flick, 2015). This study adopted a qualitative research approach.

3.4 Qualitative research approach

Qualitative research is the systematic collection, analysis, and interpretation of narrative data to provide in-depth analysis of a phenomenon. The researcher first collects data and then derives explanations from those data (Saunders, Lewis, Thornhill, 2007). Interpretivism aims at understanding motives, meanings (Creswell, 2013). According to Collis and Hussey (2014) interpretivism integrates human interest into a study. Interpretivist paradigm was used in this research to explore the ideas, experiences and perceptions of the participants concerning which talent management processes influence organisational performance. The study was both inductive and deductive to answer the research questions (Collis & Hussey, 2014).

3.5 Population and sample framework

The population refers to the entire group or people that the researcher wants to draw conclusions about (Leedy & Ormrod, 2015). A population is the area where the results are generalised (Saunders *et al*, 2012). A sample is a smaller group which is selected from the population to be observed and included in the research, results are drawn from the sample and generalised to the population. Bryman, 2012:425). The sample comprises some of a specific group. The sample size is always less than the total population size (Leedy & Ormrod, 2015).

Purposive sampling technique was used during this research as the researcher used her own judgement to select cases that would best answer the research questions to ensure that the objectives are met (Saunders *et al*, 2012). Purposive sampling is one of the most cost effective and time efficient methods (Freedman *et al.*, 2007: 165).

The targeted population did comprise of 10 participants.

Category	Sample
Executive Management	2
Middle Management	3
Supervisors	2
Staff	3
Total	10

A total of ten employees within the organisation were interviewed. They were the key informants of the study. The selection was based on the following criteria, executive management are key informants as they cascade the talent management plans to their departments. Middle management and the rest of the employees downwards did give insight to the study with regard to talent management. The reason for selecting participants across various levels was because the researcher would have a broader picture of talent management within the organisation by using a top down and bottom-up approach.

3.6 Data collection method

In order to successfully attain the study objectives, the research data was collected through online interviews using the interview guide. The benefit of using this interview method is that it has a high participation rate, and the researcher can obtain quality information as he/she can ask for more clarity if the participants responses are unclear (Cresswell, 2013).

The interview guide consisted of two sections.

Section A: Demographical information

Participants were required to specify their unit, gender, job category in the organisation and duration of employment within the company.

Section B: Safety climate assessment

This section contained seven interview questions which aimed to seek an understanding from participants of how they understand the Fund's current talent processes, and how it affects organisational performance.

The interview guide is attached as Annexure A.

Due to the current COVID-19 pandemic, virtual semi-structured interviews were conducted either through Teams, Zoom, or WhatsApp video calls to collect data from the participants. The responses of the participants were transcribed into written form. The interviews were planned to be approximately forty-five minutes long and were recorded. The interviews were conducted in English. Other sources of secondary data such as internal company policies, integrated annual reports and various internet search engines were relied upon as part of the literature review.

3.7 Data quality control

In order to ensure the quality and accuracy of data in this study, data collection adhered to ethical considerations of honesty and confidentiality. Triangulation was used through literature reviews and records thus ensuring reliability, credibility confirmability, dependability, and transferability of the study (Reynolds, Kizito, Ezumah, Mangesho, Allen & Chandler 2011). The researcher performed cross-referencing responses to ensure that there was an accurate representation. A pilot study was conducted prior to the main study to increase trustworthiness. All citations and statements were referenced with the authors acknowledged.

3.8 Data analysis methods, techniques, and instruments

Qualitative content analysis was used by examining every part of the interview transcript (Straus,1987). Qualitative data coding, through pre-set and emergent codes, was employed for organising and sorting data into manageable categories and subcategories.

Deductive and inductive coding were used for this study. Firstly, the researcher created a coding framework using key words, secondly the material was segmented into groups, thereafter the coding was evaluated.

3.10 Trustworthiness

Trustworthiness

Trustworthiness in research is best described as whether the research is believable or not. In other words, can it be trusted, is it a true reflection of what is happening? To build trustworthiness in qualitative research, Lincoln, and Guba (1985) initially submitted four benchmarks: reliability, trustworthiness, confirmability, and transferability (Cope, 2014). In order to ensure accuracy and honesty, the researcher did participant checking, detailed transcription, systematic plan and coding.

Credibility

Credibility refers to the proper representation of the participants' opinions and commentary (Polit & Beck, 2012). The researcher obtained informed consent of participants, engagement, and audit trails to enhance credibility. The study relied on maintaining the rigour of data analysis through meticulous record keeping of all data collected.

Transferability

Transferability pertains to whether the findings can be applied elsewhere (Alfred, 2020). The researcher gave adequate evidence on the participants and the research framework to assist the reader to evaluate the outcomes' potential of being "appropriate" or transferable.

Dependability

If all things are equal, in the same setting with the same participants, the study must have the ability to be replicated (Shenton, 2004:66). To achieve dependability, researchers can ensure the research process is logical, traceable, and clearly documented (Tobin & Begley, 2004) If all things are equal, in the same setting with the same participants, the

study must have the ability to be replicated (Shenton, 2004:66). In order to ensure dependability, the researcher will ensure that that is clear documentation of the research, that there is an audit trail of the research and that the findings of the study are easily accessible.

Confirmability

Confirmability is when the study is free from the researcher's bias (Cope, 2014; Polit & Beck, 2012). In order to demonstrate that the study was free from bias the researcher did illustrate how deductions and readings were reached.

3.11 Ethical considerations

It is important when conducting research to observe all ethical considerations (Alfred, 2020). Participants need to be protected in the study therefore researchers need to avoid harm to those who participate in the study (Fouka & Mantzorou, 2011:122). Before going into the field to do the research, permission was obtained from the Pension Fund to conduct research, and the permission letter given by the university was presented.

The participants who took part in the research voluntarily chose to do so without any form of coercion or persuasion and had the freedom and ability to withdraw at any time, as well as the right to refuse an answer. Before commencing with data collection, the researcher obtained approval from UNISA SBL Ethics committee.

According to Ritchie, Lewis, Nicholls and Ormston (2014), each researcher must obtain ethical clearance from the respective institutions before commencing with the research. This research complied with the code of ethics of the institution where the study was. The researcher obtained a consent letter from the organisation under study. In addition, this study did comply with privacy, confidentiality, and anonymity requirements.

3.12 Conclusion

This chapter has laid out the methodology that this study adopted. The research philosophy pertaining to the study has been covered as well as research design, data collection method and data analysis. The target population and sampling strategy used

was explained including trustworthiness which is critical in qualitative research. Ethical considerations were also covered.

The next chapter presents the analysis of data and the findings from the analysis

CHAPTER FOUR: RESEARCH RESULTS

This chapter presents the data analysis which was found on the impact of talent management on organisational performance at the Pension Fund in Namibia. The total sample of the research was 10 employees in total.

4.1 Introduction

This chapter presents the analysis and interpretation of the interviews which were conducted with the various participants with the main research question being assessing whether talent management can be used as a tool for enhancing organisational performance at the Fund.

The research results are presented in two sections. The first section contains information about the sampling distribution of the participants. The second section contains results that relate to the interviews conducted with the participants.

Based on the results the researcher foresees that new knowledge was added pertaining to whether talent management can be used as a tool to enhance organisational performance.

Through the initial abstraction and comparison of data, a coding framework was developed from each theme and sub themes emerged.

- The research question that drove the study was:” How can talent management be used as a tool to enhance organisational performance at the Fund?”

The following research objectives were derived:

- To investigate what talent management processes the Fund currently has in place.
- To identify the internal and external factors hampering talent management implementation at the Fund.
- To determine whether an apparent relationship exists between talent management and organisational performance.
- To determine how talent management affects employees' attitudes, an employee's individual performance and organisational performance at the Fund.

The content analysis technique was adopted to interpret the data collected from the participants. The interview guide had 11 questions that were asked to research participants and the responses were audio recorded. Qualitative content analysis involves a process designed to condense raw data into categories or themes based on valid inference and interpretation (Leedy & Omrod,2015).

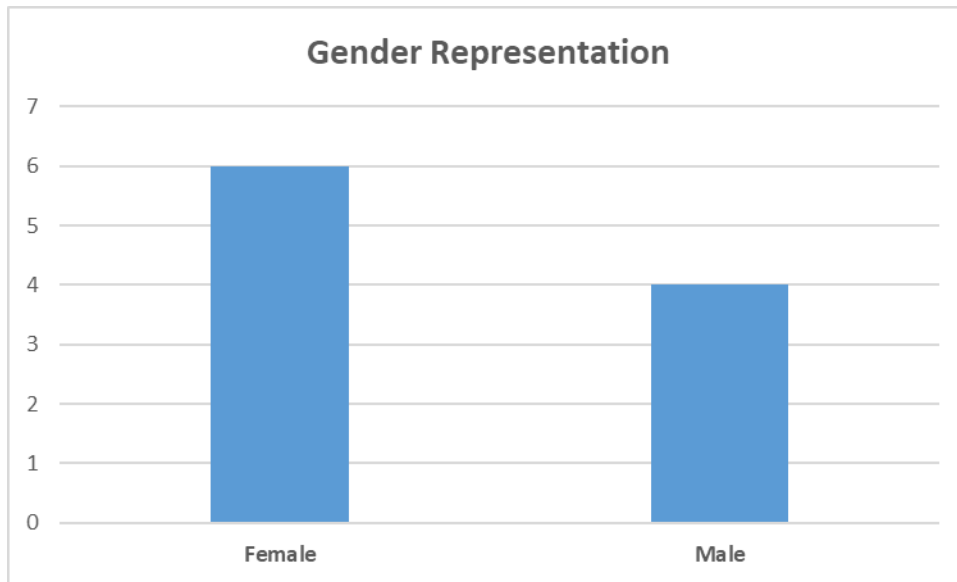
4.2 Sample Distribution

4.2.1 Gender

The results have shown that more females took part in the study compared to the males. There was a total of six females and four males. According to the Namibia Labour Force Survey 2018 Report there were more females compared to males are employees in Namibia.

According to the Fund Integrated Annual Report of 2020 women are well represented in terms of gender representation across all levels of the organisation apart from executive level and middle management level. At the Fund, the females make up 57% and males 43% of the workforce.

Figure 4.1 Participants Gender



4.2.2 Age

The findings of the study indicated that, out of the ten participants, three participants were aged between 25-34 years old, followed by six aged between 35-44 years and only one between 45-54 years. The Fund has a relatively young work force which is in line with the findings of the Namibian labour force survey of 2018 which also showed that the economically workforce is made of 57% between the age range of 25-45 years.

4.2.3 Duration

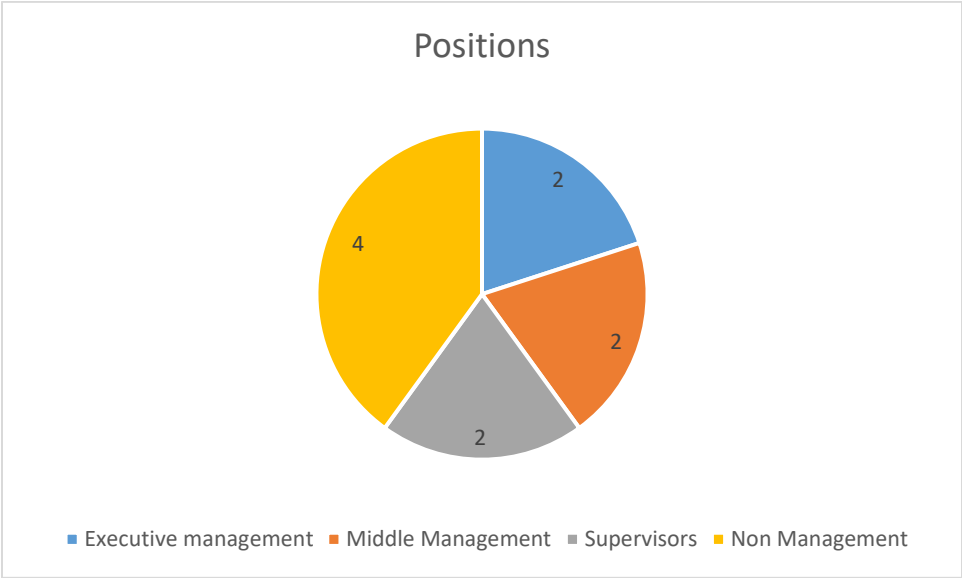
The longest serving participant had been with the organisation for 20 years, followed by one who has been in employment for 13 years, one for 11 years, one for 10 years, two for five years, one for four years and seven months, one for four years and lastly two for three years. The Fund integrated annual report for 2020 showed that the Fund has a staff turnover of 1.64% which was well below the staff turnover rate set in the strategic plan of 5% and 7% which is indicative of a highly motivated and satisfied workforce. This is attributed to the one of the strategic themes of the fund which is employer of choice. One

of the strategic objectives of this theme is that the fund fosters an ideal working environment for skilled and engaged professionals.

4.2.4 Position

Most of the participants were in the non-management (n=4) - two were in executive management, two were from middle management and two were supervisors.

Figure 4.2 Participants positions



4.2.5 Qualifications

The participants held qualifications ranging from a bachelor’s degree to Masters.

4.2.6 Participating Departments

The participants were from various departments such as operations, finance, marketing, human resources, internal audit, and investments department.

4.3 Profile of the Participants

Table 4.1 Summary of the biographical information of the participants

Participant no.:	Gender	Age Range	Tenure in Years	Department	Position
P1	Female	25-34	3	Finance	Non-Management
P2	Female	25-34	3	Internal Audit	Non-Management
P3	Female	35-44	13	Operations	Non-Management
P4	Male	45-54	11	Finance	EXCO
P5	Female	35-44	5	Human Resources	EXCO
P6	Female	35-44	4 years 7months	Human Resources	Middle Management
P7	Female	25-34	5	Investments	Middle Management
P8	Male	35-44	20	Human Resources	Supervisor
P9	Male	35-44	4	Operations	Middle Management
P10	Male	35-44	10	Marketing	Master's Degree

4.4 Interpretation and Reporting Style

Table 4.2 Original coding framework that developed from the data

Theme	Sub-themes
1 Importance of Talent Management	101 Workforce planning 102 Staff training and development 103 Employee performance and productivity 104 Employee retention 105 Performance management
2. Internal Factors that hamper talent management implementation	201 Outdated policies 202 Budgets cuts 203 Organisational culture 204 Lack of middle management support and accountability 205 Poor succession planning
3. External Factors that hamper talent management implementation	301 Impact of the COVID-19 pandemic 302 Advances in Technology

4.5 Results

The findings of the transcribed interviews are presented in this section. The section also indicates the coding, patterns and themes that emerged from the participant responses.

4.5.1 Objective 1: To investigate what talent management processes the Fund currently has in place.

Table 4.3: Talent management practices at the Fund

Main Question: What talent management practices are currently working effectively, and why are they working? (PROBE: What programmes make people stay at the Fund)?		
Participants	Verbatim Quotes	Code
P1	“Well at the Fund we currently have performance appraisals system.”	Performance management system
P2	“We have training and development programmes as well as a rewards system through the performance management.”	Training and Development Performance management system
P3	“The Fund currently uses a performance management system as well some trainings to staff here and there.”	Performance management system Training and Development
P4	“The performance appraisal is working fine and the employee retention because there are few employees resigning from the Fund. Meaning that the Fund provides some kind of job security to the employees and is doing something right ha ha ha.”	Performance management system

P5	“Recruitment, training and performance management.”	Recruitment Performance management system Training and Development
P6	“The performance management system and the study grants programme whereby the General Manager of the department chooses a top employee who will do full time studies in an area where skills are needed”	Performance management system
P7	“The fund is able to track and measure performance through appraisals.”	Performance management system
P8	“We as employees do get training, and we set targets through the performance appraisal system.”	Performance management system Training and Development
P9	“The performance appraisal and the training aspects are done well at the Fund.”	Performance management system

P10	“We have performance bonuses once a year, but what I suggest is also merit bonuses or achievement bonuses, not just monetary.”	Performance management system
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It was clear from the information gathered from the participants that they were aware that the Fund does have talent management initiatives in place. The ones that stood out the most was the performance management system and training and development. P2 confirmed “we have training and development programme as well as a rewards system through the performance management”. This was confirmed by P8 “employees do get training, and we set targets through the performance appraisal system”.

4.5.2 Objective 2: To identify the internal and external factors hampering talent management implementation at the Fund.

Table 4.4: Factors hampering talent management implementation at the Fund.

Main Question: What are the internal and external factors hampering the implementation of talent management practices at the Fund and why?

Participants	Verbatim Quotes	Internal Code	External Code
P1	<p>“Internally, well... it is poor succession planning, and outdated recruitment style filling vacant positions takes very long because the entire process is manual. I do not even think that the fund has a talent pool currently.”</p> <p>“Externally, uhm the COVID-19 pandemic has negatively affected some investments of the Fund.”</p>	<p>Poor succession planning</p> <p>Old fashioned recruitment style</p>	<p>Negative impact of COVID-19 pandemic on Fund investments.</p>
P2	<p>“Well, to be honest the fund really has outdated policies when it comes to talent management and outdated Job descriptions that are not aligned to the ever-changing job roles. And externally, COVID-19 has resulted in the fund spending a lot of money on employee wellness, we had a nurse for daily screening, we got sanitizers and masks.”</p>	<p>Outdated policies and job descriptions</p>	<p>COVID-19 impact on employee wellness.</p>
P3	<p>“Externally COVID-19 has really hit hard on originations and</p>	<p>Budgets</p>	<p>Corporate downsizing due</p>

	budget cuts have resulted in employees being laid off and internally it may be lack of succession planning.”	Poor succession planning	to COVID-19 pandemic
P4	“I personally feel like employee training and development is not aligned to the strategy of the company neither is it based on the critical skills gap. Externally well, labour laws dictate employee employer relationships. Thus, the funds talent management needs to be aligned to laws and regulations”.	Training and Development not unaligned to Corporate Strategy	Changes in labour laws
P5	“Internally? Well.... what I can say is that the fund currently has way too many outdated Job descriptions which are not aligned to the strategic direction of the fund. Externally are the advances in technology due to covid 19 pandemic. The information systems department had to adapt very fast to enable the employees to able to work	Outdated policies and job descriptions	Advances in technology

	from home now we use Zoom, Teams etc”		
P6	“There really is poor succession planning, there is also lack of accountability by management for implementing talent management initiatives. Externally, I am not so sure.”	Poor succession planning Lack of management accountability	
P7	“Internally budgets determine whether talent management programmes will be implemented or not and secondly the organisational culture should be performance driven.”	Budgets Organisational culture	
P8	“Internally there are no clear career paths because of lack of succession planning and externally ever-changing labour regulations.”	Poor succession planning	Changes in labour laws
P9	“The recruitment process at the Fund are cumbersome and time consuming. It creates bottlenecks rather. Also, I think supervisors do not really place importance on identifying talent	Old fashioned recruitment style	

	pool. The supervisors do not take this seriously.”	Lack of management accountability	
P10	“Management buy-in critical for talent management implementation, management should move away from a traditional approach to a transformational style because there is really is poor succession planning.”	Poor succession planning	

4.5.2.1 Internal factors

Outdated policies and job descriptions

It was evident from the participants’ shared experiences that there were many internal factors hampering the implementation of talent management at the Fund. One of the most critical ones was mentioned by P1, the participant indicated:“The Fund must revise policies related to talent management and roll out informative workshops for employees”. Additionally, P5 also echoed the same concern when it came to unaligned and outdated job descriptions “the fund currently has way too many outdated job descriptions which are not aligned to the strategic direction of the fund.”

Poor succession planning

P10 mentioned “weaknesses in workforce planning” as one of the attributing factors affecting talent implementation. P9 had a major concern when it comes to identifying the talent pool “supervisors do not really place importance on identifying key employees”. One notable factor that hampers the implementation of talent management was

mentioned by P8: “internally there are no clear career paths because of lack of succession planning”. This statement is in agreement with the Fund’s Integrated Annual Report (2020 p.56) which states that “there is insufficient leadership development and succession planning, which may hamper the Fund to fulfil its strategic mandate of being recognized as a global player”.

Budgets

Another major factor many participants mentioned was budget cuts: P3 stated that “COVID-19 has really hit hard on organisations and budget cuts have resulted in employees being laid off. P2 also mentioned “corporate downsizing””. The pandemic has affected organisations all over the globe when it comes to budget cuts. P3 stated that “COVID-19 has really hit hard on organisations and budget cuts have resulted in employees being laid off and internally it may be lack of succession planning.” The Fund managed to remain with the same workforce and there have been no layoffs.

An example of this is the Namibian National Airline (Air Namibia) that went into liquidation in 2020 laying off close to 600 employees.

Training and development not unaligned to corporate strategy

P4 stated that “employee training and development is not aligned to the strategy of the company” which was also mentioned in the Fund’s Annual Integrated Report (2020 p.33) as “the Fund intends to align the talent and development activities to the three priorities: building leadership capabilities and developing future leaders, fostering an environment that supports performance and promoting continual professional and personal development for all employees”.

Lack of management accountability

The participants mentioned a lack of middle management support in implementing the talent management processes effectively, for example P9 stated that “supervisors do not really place importance on identifying talent pool. The supervisors do not take this seriously”, P6 agreed by stating “there is also lack of accountability by management for implementing talent management initiatives”.

Organisational culture

Lastly p7 mentioned that importance should also be placed on organisational culture as it plays a major role in talent management implementation. P7 stated that “the organisational culture should be performance driven” which really is important because culture affects employees’ attitudes and behaviors in a positive or negative way.

70% of the participants mentioned poor succession planning as one of the critical factors hampering talent management implementation. 20% stated that budget cuts affected talent management implementation and 5% mentioned outdated policies; with another 5% mentioning unaligned training and development activities.

4.5.2.2 External Factors

Negative impact of COVID-19 pandemic on Fund investments.

All of the participants believed that, like any other organisation operating in Namibia, the Fund is also affected by external forces when it comes to implementing its talent management practices, which, in the end, has an impact on organisational performance. P1 stated that the COVID-19 pandemic has had a negative impact on fund investments. The mission of the Fund is to grow for the benefit of its members, but the global spread of the COVID-19 pandemic has continued to weaken global economic growth, momentum remains fragile and sluggish investments undermine the foundations for sustainable growth.

The International Monetary Fund (IMF) has termed this extraordinary period “The great lockdown” and has estimated that the global shock on the global economy could amount to a staggering US\$9 trillion. According to the Bank of Namibia’s financial sustainability report of April 2020, the world economy is projected to contract by 3.0% in 2020, largely attributable to an anticipated lower industrial production and sharp sell-offs in commodity markets as a result of the worsened impact of COVID-19.

The Fund’s investment value decreased in 2020, which is attributed to the unrealised net investment loss due primarily to the impact of COVID-19 on the Fund’s investments. With losses in funds, recruitment activities slowed down and training and developed activities

reduced, meaning fund economic performance does affect talent management implementation.

COVID-19 impact on employee wellness initiatives.

P2 confirmed the impact of COVID-19 as one factor that affected talent management implementation by stating “COVID-19 has resulted in the fund spending a lot of money on employee wellness, we had a nurse for daily screening, we got sanitizers and masks, we sadly also lost some fellow staff members due to the pandemic”.

According to the Fund’s integrated annual report of 2020, an organisational safety, health and wellness programme was rolled out to all staff and proved to be a great success with all targets met. The programme focused on enhancing morale, reducing stress, absenteeism and disengagement, lowering health care costs and increasing the health, longevity and productivity of the Fund’s workforce.

The statement by P2 shows that a lot of money was spent towards employee wellness activities, which is a critical component of talent management.

Advances in technology

P5 named another external factor which is “the advances in technology due to COVID-19 pandemic. The information systems department had to adapt very fast to enable the employees to be able to work from home now we use Zoom, Teams etc.” When technological changes happen, employees need to be able to adapt fast to these changes so that organisational performance are not affected. Employees had to be equipped with laptops, iPads and other equipment to work from home.

Changes in labour laws

Other external factors mentioned are laws and regulations. P8 said that “ever-changing labour regulations” also affect TM implementation. For example, the Ministry of Labour and Ministry of Finance have laws in place that makes provisions on how our organisations should operate when it comes to employment relationships.”

P4 also mentioned “labour laws dictate employee employer relationships. Thus, the Fund’s talent management needs to be aligned to laws and regulations”. An example of such a law is the Affirmative Action Act.

4.5.3 Objective 3: To determine whether an apparent relationship exists between talent management and organisational performance.

Table 4.5 Value that talent management adds to the organisation

Main Question: What value does talent management add to the organisation		
Participants	Verbatim Quotes	Code
P1	“Talent management helps employees feel engaged, skilled, and motivated, allowing us to work in the direction of the Funds strategy, which in turn, increases client satisfaction and business performance.”	Yes, talent management improves business performance.
P2	“The value that talent management adds to the organisation is that it helps with employee motivation and increases employee performance.”	Yes, talent management improves business performance
P3	“Talent management makes it easier to identify ‘good fit’ employees, rather than making decisions in recruitment which do not work towards the ideal organisational strategy. This can lead to less performance management issues and grievances. It will also ensure that the top talent within the organisation stays longer.”	Yes, talent management improves business performance

P4	“The value added is that employees feel engaged and motivated, they work towards business goals, which in turn increases client satisfaction and business performance.”	Yes, talent management improves business performance
P5	“It results in reduced intention to leave and dissatisfaction among talented employees because the Fund does have a low staff turnover rate.”	Yes, talent management improves business performance
P6	“Employee performance really improves; the work culture is also positive, and everyone is working towards a common goal.”	Yes, talent management improves business performance
P7	“Value creation in-house is done through increase in the knowledge base through training and development. The talent pool drives business performance at all times.”	Yes, talent management improves business performance
P8	“If you invest in your employees, they will work very hard to increase the performance of the Fund, employees will even go the extra mile and put in more effort.”	Yes, talent management improves business performance
P9	“The work environment improves in terms of the culture, our attitudes improves and we as employees work very hard.”	Yes, talent management improves business performance

P10	“Talent management helps employees feel engaged, skilled, and motivated, allowing them to work in the direction of the company's business goals, which in turn, increases client satisfaction and business performance.”	Yes, talent management improves business performance
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The participants viewed employee performance as the level of employee productivity, and many participants mentioned that a performance management system is used at the Fund to monitor and measure employee performance. P6 stated that when talent management is employed as a tool “employee performance really improves; the work culture is also positive, and everyone is working towards a common goal.”

Many participants concurred that there is value creation through talent management; for example, P1 stated that “talent management helps employees feel engaged, skilled, and motivated, allowing us to work in the direction of the Funds strategy, which in turn, increases client satisfaction and business performance.”. P7 stated that “value creation in-house is done through increase in the knowledge base through training and development. The talent pool drives business performance at all times”.

One of the Fund’s strategic themes is excellent service. The Fund strives to deliver positive and professional interactions with its members and stakeholders, and this is done through continuously enhancing operational efficiency through the Fund’s processes and service offerings (Integrated Annual Report, 2020:116). P3 mentioned a very important point, namely that “talent management makes it easier to identify ‘good fit’ employees, rather than making decisions in recruitment which do not work towards the ideal organisational strategy. This can lead to less performance management issues and grievances. It will also ensure that the top talent within the organisation stays longer.” In the end all of the participants agreed that there is indeed value addition through talent management and that it is visible in the financial performance of the fund.

Some notable improvements caused by talent management is the turnaround times for funeral claims payments that improved from 12 hours to seven hours, and the time period for retirement benefits reduced from 30 days to an average of 18 days. Significant improvements were also noted in the Fund's payment of death benefits which improved from an average 12 months to six months (Integrated Annual Report,2020:118). This shows maximised operational efficiency, and improved stakeholder engagement. The integrated report also showed that the Fund achieved a member retention rate of 95.6% against a target of 90% for the 2020 financial year (Integrated Annual Report, 2020:126). This is an indication that investing in employees does pay off because of enhanced organisational performance.

4.5.4 Objective 4: To determine how talent management affects employees' attitudes, an employee's individual performance and organisational performance at the Fund.

Table 4.6 Talent management, employees' behaviour and employee individual performance

Main Question: How does talent management affect employees' behaviour and employee individual performance at the Fund?		
Participants	Verbatim Quotes	Code
P1	"Since talent management is relatively new, I think it will have a positive impact on organisational performance in both the short run and the long run."	Yes, Positive Employee behaviour
P2	"Employees tend to feel more motivated to do their jobs...Employees feel secure and happy at their jobs."	Yes, Job Satisfaction
P3	"It has a positive impact on employee's wellbeing and performance. This practice	Yes, Job Satisfaction

	improves the skills and knowledge that are required to the employee in order to do his or her job very well and It adds to the employee competency in the long-term and it is critical to the performance employee in overall.”	
P4	“A motivated workforce discourages employees from leaving the organisation and do their job effectively. Not all employees are driven by money, so they will need to feel engaged and feel safe”	Yes, Job Satisfaction
P5	“The entire culture of the Fund changes because it offers the better services to the clients and having a happy workforce is a bonus	Yes, Positive Work Culture
P6	“Employee performance really improves; the work culture is also positive, and everyone is working towards a common goal.”	Yes, Positive Work Culture
P7	“Increased performance and improved client satisfaction ratings.”	Yes, Positive Employee behaviour
P8	“It results in job satisfaction because each employee knows the part they play to the success of the company”	Yes, Job Satisfaction
P9	“It brings Job satisfaction and employee wellness”	Yes, Job Satisfaction

P10	“Talent management, not only deals lead to personal growth, employee satisfaction, and improvement in employee performance.”	Yes, Job Satisfaction
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Overall, all the participants agreed that talent management affects employees’ attitudes, an employee’s individual performance and organisational performance in a positive way. To break it down (P2, P3, P4, P8, P9, and P10) - which equals six of the participants - agreed that talent management enhances job satisfaction, which is the extent to which employees feel motivated and content with their jobs. P5 and P6 - which equates to two of the participants - felt that there was a positive impact on the organisational culture and P1 and P7 agreed that talent management leads to positive employee behaviour. This affects the culture of the organisation which affects employee behaviour.

4.6 General understanding of Talent management

It was evident from the participant’s responses that they could not clearly define the term talent management. As stated in Chapter two, there is no single or concise definition for talent management. P3 described talent management as “an HR function where companies are committed to hire, manage, develop, and retain the most talented and excellent employees” whilst P4 indicated that “talent management touches the entire employee life cycle from the day they are recruited to the day they retire.” P6 gave a detailed definition that “talent management refers to the systematic attraction, identification, development, and retention of individuals who are of high potential for the future of organisations.” What was ascertained from the responses is that there was a general understanding of what talent management is amongst the various participants.

4.7 Talent management practices that are currently working effectively at the Fund

One of the Fund’s strategic themes is to be the employer of choice with the following strategic objectives: (1) ensuring talent care through effective recruitment and retention, (2) inspirational leadership and management, (3) building organisational culture, and (4)

enhancing strategy driven training and development. Talent management involves many processes starting from recruitment, onboarding, training, and developing, performance assessment, succession planning and retention. When asked which TM practices the Fund currently uses, and which ones work most effectively, almost all of the participants singled out the performance management system. P2 indicated “we have training and development programmes as well as a rewards system through the performance management.” P4 echoed the same sentiments: “the performance appraisal is working fine and the employee retention because there are few employees resigning from the Fund. Meaning that the Fund provides job security to the employees and is doing something right.”

P5 mentioned “recruitment, training and performance management” as the practices that the fund currently employs. P7 went into greater detail “there are induction programme for new recruits, there is leadership training programme which was recently introduced and there is a performance appraisal system used to monitor individual employee performance”. P8 stated that “employee engagement programmes where the CEO has quarterly meetings with the entire staff, there is training programmes whereby employees go on training and there is performance appraisal which we do twice a year”. P9 also mentioned “the performance appraisal and the training aspects are done well at the Fund”. P10 emphasised what the participants said, “we have induction programme, and we have a good working environment in terms of culture but what really also makes people stay is that we are leading the market in terms of remuneration and benefits”. We also have a performance appraisal system”.

Therefore, performance management is the dominant TM activity noted by participants.

4.8 Challenges concerning talent management processes

Relating to the challenges in the talent management processes, the underlying motive for this question was to find out which challenges currently exist within the Fund and whether these challenges can be addressed. P1 stated that “we have old policies relating to talent management and there is no not much awareness created through informative workshops for employees.” Another challenged mentioned by P2 is “middle management really fails

at identifying the talent pool, there is also little mentorship and coaching when it comes to developing talent. Middle management plays a vital role when it comes to the strategic direction of the Fund. And that where succession planning is lacking.” Equally, in agreement to P2, P3 stated that “although the Fund holds their executives and managers accountable for achieving business results, however they are not being held accountable for talent development. The lack of talent identification and development from management affects the implementation of the talent management policies.” P4 mentioned “the lack of career development in terms of mentorship and coaching” as a challenge.

P5 elaborated that “Departmental heads and management do not have clear understanding of how talent management supports the overall business strategy”. In the Integrated Annual report of 2020, the fund aims at strategic workforce planning which means the human capital is aligned to the strategic imperatives ensuring that the fund has current and future access to talented human capital. P6 described “selecting and developing talent is the most critical job for leaders and they are failing”. P7 was of the view that “the performance management system can be used to identify key talent and can be also used to identify areas of weaknesses in which employees need to be trained and developed”. P8 also mentioned “lack to mentorship by supervisors and lack of career paths”. Meaning that top executives place emphasis on talent management, but middle management poorly executes the talent management strategy. P9 also had the same view as the other participants when it comes to poor succession planning, P9 stated that “there are no clear career paths there is no clear outline of where I will be or where I could be in the next 5 or 10 years”.

P10 was of the view that “the mismatch of talents with jobs at the fund which results in employees being demotivated and frustrated feeling stuck at one job”.

4.9 Areas that need Improvement

Employee recognition programmes

When asked about areas of improvement P1 stated that “more recognition programmes must be done and more employee motivation. Top management should also consult with

employees to see what they want so that it can be top down and bottom approach". P2 was of the view that "the Fund must work more towards succession planning and also focus more on properly identifying key talent".

Training and development should be based performance assessment and strategy

P3 alluded to the fact that "HR can use employee's performance appraisals as the measurement employee's strengths and weaknesses which will assist with the training and development component of talent management". P5 stated that "Firstly, data analytics play a major role in decision making HR must make use feedback of performance appraisals and customer satisfaction ratings before staff is sent to training, secondly, HR must align training and development according to the critical skills competency gaps assessment".

Mentorship and coaching programmes

P4 supported the statement by P2 and P1 by stating that "the Fund must really look into mentorship programmes where managers and supervisors mentor the talented employees". Moreover, P6 indicated that "HR must look into the lack of accountability by supervisors in talent development and identification as an area for improvement." P7 mentioned activities such as "recognition, job rotation, on the job training, e-learning programme, work-related tutorials, educational courses, internships and improved and detailed succession planning can help".

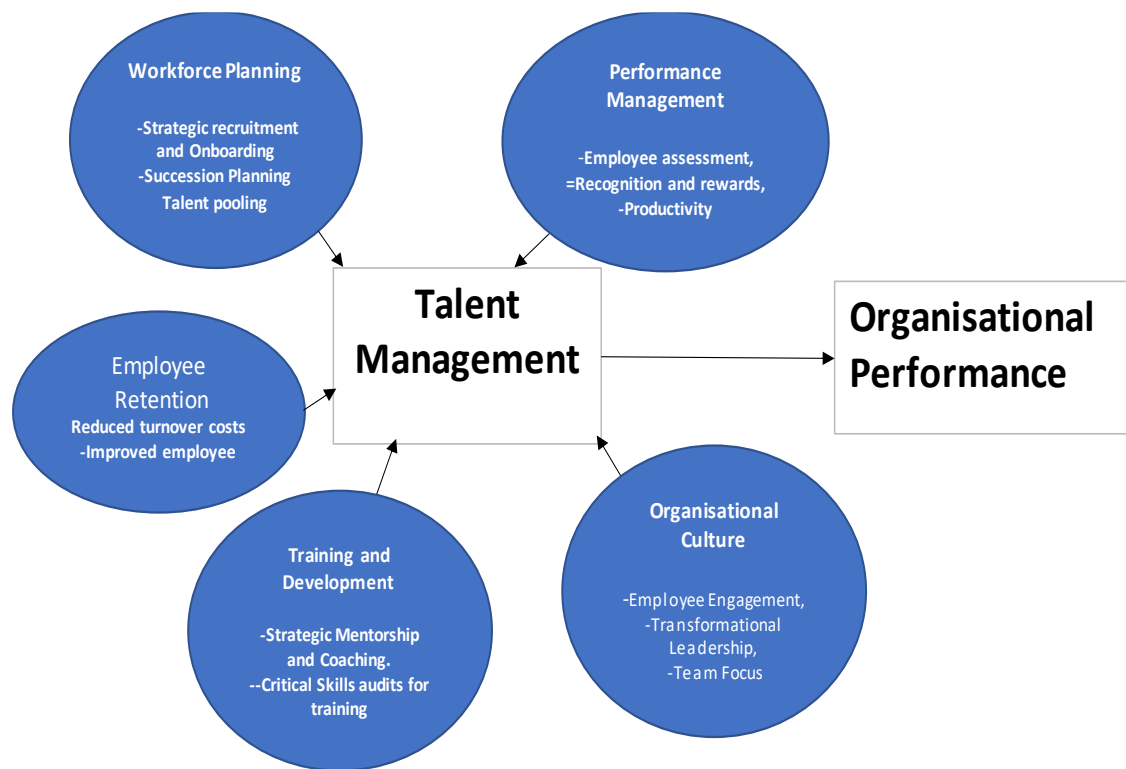
Updated policies on succession planning

P8 indicated that "the fund can review all job descriptions and align them to the performance management targets and strategic goals." P9 said that "we just need clear succession planning and some motivation from supervisors" and to close off P10 stated that "departmental heads must create growth opportunities in the Fund through clearer career paths and revised policies".

4.10 Mapping of themes

Based on the data presented in this chapter, the researcher mapped the following themes which emerged from the data shown in Figure 4.3 below.

Figure 4.3 Talent management as a tool to enhance organisational performance



Source: *Researchers' own compilation*

The theoretical findings in this study have confirmed that talent management does have an impact on organisational performance and that it can be used as an tool to enhance organisational performance.

4.12 Conclusion

This chapter focused on reporting the research findings in the form of facts about what the participants felt and experienced about the talent management process at the pension Fund in Namibia and whether talent management can be used as a tool to enhance organisational performance. A total of 10 participants were interviewed to get an understanding of how they understood the talent management practices. After conducting qualitative content analysis, themes emerged from the data, and out of the themes, the most critical one for long term organisational performance being succession planning. There was a lot of concern for poor succession planning mentioned by the participants. The findings were linked to the literature reviewed in Chapter 2. The next chapter presents the conclusions and recommendations of the study.

CHAPTER FIVE DISCUSSION, RECOMMENDATIONS AND LIMITATIONS

This chapter presents the summary, discussions, recommendations and conclusions of the findings of the study. The data was gathered from participants responses in chapter 4. The study sought to determine whether talent management could be used as a tool to enhance organisational performance. The researcher also performed cross-referencing of responses to ensure that there is an accurate representation (Saunders et al., 2016). The study was carried out at a Pension Fund in Namibia. The summary is provided in line with the research questions and objectives. The chapter also suggests some recommendations for the company under study.

5.1 Discussion

This chapter used the responses from the participants in chapter 4 in conjunction with the relevant literature in chapter 2 on which to base discussions for data analysis. A total of ten participants were interviewed which comprised of non-managerial staff, supervisors, management and executive management.

The following secondary research objectives were discussed and addressed in this chapter:

Objective 1: To investigate what talent management processes the Fund currently has in place.

Objective 2: To identify the internal and external factors hampering talent management implementation at the Fund.

Objective 3: To determine whether an apparent relationship exists between talent management and organisational performance.

Objective 4: To determine how talent management affects employees' attitudes, an employee's individual performance and organisational performance at the Fund.

5.1.2 Demographics

This consisted of the participants' gender, age, tenure and positions within the Fund. In terms of gender there are more females than males in the organisation with the percentage of females making up 57% of the workforce and the males 43% and this was reflected in the distribution of the participants as well with the 60% female and 40% male distribution. In terms of the age, the findings of the study indicated that, out of the ten participants, three participants were aged between 25-34 years old, followed by six aged between 35-44 years and only one participant aged between 45-54 years. In terms of participants' level of education, the participants held qualifications ranging from a bachelor's degree to master's degree. The positions of the participants in the company ranged from non-management to executive management meaning this complimented the diversity aspect because employees across all levels were directly involved with talent management practices.

5.2.1 RQ1: What talent management processes does the Fund currently have in place?

When the respondents were asked which talent management programmes the organisation currently had in place, 10 participants mentioned the performance management system and four participants mentioned the training and development aspect while only one participant mentioned recruitment. Now, referring to the literature, talent management involves the acquisition, development, and retention of the personnel that are the potential talent which can fulfil the present and future needs of the organisation (Cappelli & Keller, 2014).

Workforce Planning

As stated in the literature, workforce planning involves identifying human capital needs and strategically aligning it to the strategy of the organisation (Schuler, 2012). This involves job profiling, talent pooling and even involves planning for succession (Obbeidat, Yassin & Masadeh's ,2018). The data gathered from the participants demonstrated that recruitment was not strategic, the participants felt that workforce planning was poor within the Fund as HR needed to align recruitment to the strategy of the Fund. Participants

mentioned that weaknesses in workforce planning affected talent management implementation. Content analysis of talent attraction further revealed that having a proper recruitment policy would help the Fund to attract the right employees for the right jobs within the organisation. The participants mentioned that the fund does have an old-fashioned recruitment policy and should consider other methods such as e-recruitment, poaching and head-hunting talented employees from competitors as this may help improve organisation performance.

Training and development

Employee development involves improving and expanding their skills, knowledge, aptitudes and proficiency to fulfil new challenges (TEKIK, 2017). Development of talent can consist of counselling, coaching, educating, mentoring employees and job rotation. The employees thus become future leaders and assets for the organisation (Momtazian, 2018). Four participants mentioned that the Fund does have training and development programmes in place. The study further revealed that the Fund does have sufficient budgets for training and development activities. However, many participants felt that the performance appraisals should be used as a tool to identify employee training needs. Participants pointed out that a critical skills analysis and audit could also guide training allocations.

Employees are the contributing forces of organisational effectiveness and success as their knowledge and skills act as the differentiating factor (Xawes, 2021). The study also revealed that there was a new initiative by the Fund namely the leadership development programme which was implemented in the 2020 financial year and was aimed at developing management which was also mentioned in the Fund's Integrated Annual Report of 2020.

Performance Management System

All of the participants mentioned that there was a performance management system currently used by the Fund. As stated in chapter 2, PM ensures that an organisation aligns

its strategic goals to the performance of individual employees (Collins & Mellahi, 2009). This is a critical measurement tool in talent management where organisations can assess whether they are getting return on investments from employees. Employees set strategic objectives which can be measured at a certain point in time over a financial year. The participants also felt that the PM system offers monetary incentives for performing employees which also makes employees feel satisfied for accomplishing their objectives. The study further revealed that organisational culture is performance driven.

5.2.2 RQ2: Which internal and external factors hamper effective talent management implementation at the Fund?

When it came to this question participant responses varied across the board, which offered the researcher a clearer understanding of the data. Participants were of the view that that the company policies, budget, leadership, and culture influence the processes, behaviours and emotions, as well as the performance of employees.

Policies

The participants mentioned that outdated policies and outdated job descriptions were part of the factors hampering talent management implementation. In as much as workplace practices become embedded in the normative expectations associated with the employing organisation, they become taken for granted; the informal environment of an organisation reflects that culture (Mennino, Rubin, & Brayfield, 2005). Times are ever changing and job roles as well, and therefore organisations need to update their policies in line with the strategic direction that the company is going.

Budgets

Participants felt strongly that budget cuts do indeed affect talent management implementation activities especially during the trying times of the COVID-19 pandemic. Many organisations were forced to implement budget cuts, which resulted in employees

being laid off. Fortunately for the Fund that was not the case. Participants however felt strongly about critical training and development gaps that do need proper financing.

Leadership

The participants viewed middle management as the key driving forces for talent management implementation. After all, they do work with the employees on the ground. They are the ones responsible for identifying key talent pools, coaching and mentoring talent employees. This statement is supported by Leach (2020) who stated that leadership is accountable for the organisational objectives through the implementation of good talent management processes. Alfred (2020) stated that the role of managers as leaders in the execution of strategy is critical. The findings of the study however found that there is a lack of middle management support in implementing talent management processes. Overall, participants felt that there was a lack of accountability by middle management when implementing talent management initiatives.

In addition, leadership was perceived as not having taken up the responsibility and accountability to deliver successful talent management initiatives.

Culture

Organisational culture is a set of shared norms that guide the behaviours within organisations by defining desirable conduct in various situations (Kinyoro, Wambui & Karanga, 2017). Culture is dictated by the organisation's policies and procedures and more importantly, participants felt that culture affects employees' attitudes as well as behaviours in a positive way. Culture is instilled from the top down and participants felt that the organisational culture is in fact performance driven.

Impact of COVID-19 Pandemic

All participants believed that, like any other organisation operating in Namibia, the Fund is also affected by the external forces when it comes to implementing its talent management practices, which overall in the end has an impact on organisational performance. With losses in funds investment activities, recruitment activities slowed

down and training and developed activities reduced. Participants stated that trainings now all had to be online. The findings indicated that the Fund's economic performance does affect talent management implementation. Furthermore, participants also stated that a lot of spending went into employee wellness programmes due to the pandemic. The participants stated that the Fund did lose some employees due to the pandemic and of the ones they did not lose some were hospitalised and some lost their loved ones. The participant responses showed that a lot of money was spent towards employee wellness activities, which is a critical component of talent management.

5.2.3 RQ3: Is there an apparent relationship between talent management and organisational performance?

The participants viewed employee performance as the level of employee productivity, many participants mentioned that performance management system is used at the Fund to monitor and measure employee performance. Many participants concurred that there is value creation through talent management. Participants were of the view that talent management helps employees feel engaged, skilled, and motivated, allowing them to work to their best capabilities. The findings have shown that talent management makes it easier to identify 'good fit' employees, secondly, it may also ensure that the top talent within the organisation endures for longer.

This is an indication that investing in employees does pay off because of enhanced organisational performance. Such sentiments are supported by Richard, Devinney, Yip, and Johnson (2009) who stated that organisational performance can be achieved through proper leadership, communication, talent management, performance, and measurement. The three components add values to key business outcomes which range from employee retention, product and service quality, financial performance, international stakeholder satisfaction and customer loyalty (Stahl et al., 2012). According to the Project Management Institute Report (2013), organisational strategy aligned with talent management systems has a 72 percent success rate of financial performance. This is also supported by an Ingrams (2016) study which gave a visual illustration of the relationship between talent management and organisational performance. The study

found that for talent management processes to be a success they require three dimensions, namely strategy, organisational performance and ideology.

5.2.4 RQ4: How does talent management affect employees' attitudes, employee individual performance and organisational performance at the Fund?

Armstrong (2014) believed that organisations could adopt several talent development strategies for improving their employees' skills, competencies, attitudes, and knowledge-creating positive organisational performance. The participants felt that there was a positive impact on the organisational culture and agreed that talent management leads to positive employee behaviour. This means that the participants agreed that individual employee performance would improve, and overall organisational performance would also improve. According to Saledi (2012), when employees are engaged, they become more productive and engage in extra-positive behaviour to co-workers and the organisation. Higher productivity tends to increase the competitive advantage, reduce costs and improve quality output; all of which can be achieved by adopting and implementing talent management processes (Ibrahim & Daniel, 2018).

5.3 Recommendations and managerial implications

Based on some shortcomings found in the studies, in line with the findings in chapter 4 the following recommendations were derived by the researcher for the Pension Fund in Namibia. The study revealed that the Pension Fund in Namibia does not have a talent value chain. This process can be done by the Human Resources department supported by the Head of Departments.

- The fund must update current job descriptions of all employees and streamline them with the business strategy.
- The fund must appoint change agents, champions and ambassadors made up of departmental management and leadership which will be responsible for talent pooling, talent development and retention through recognition, job rotation, on the job training, e-learning programmes, work-related tutorials, educational courses, and internships.

- To develop and/or update all talent management policies such as recruitment policies, training and development policies, performance management policies and most importantly the succession policies and employee retention policies.
- To devise a strategy for talent management as employee engagement strategy for transparent and open communication.
- The Fund should make use of data analytics tools for performance appraisals such as customer satisfaction ratings and SLA ratings.
- To develop and implement more employee recognition programmes for top performers in consultation with employees and leadership.
- To develop tailor-made leadership development programmes because Pension Funds is a highly specialised industry.
- The Fund should conduct a Skills Audit to determine whether there is a critical skills gap.

5.4 Limitations of the study

The overall findings of the study have shown that talent management can be used as a tool to enhance organisational performance. However, the limitations of the study were:

- This was a qualitative study, and the focus of the study was limited to the Fund and therefore may not be generalised to other institutions which also limits affects transferability of the study.
- The sample size was small, it consisted of 10 participants. If the researcher had a bigger sample size varied responses and opinions would have been obtained for talent management implementation.
- There is no universal approach for talent management implementation, there is “no one shoe fits all” it and it really depends on the nature and industry of the organisation.

5.5 Importance and benefits of the current study

This research can provide a basis for future research especially in developing countries. This study has shown a Namibian perspective on talent management.

5.6 Recommendations for future studies

Given the limitations of the study, future studies can use a longitudinal approach to monitor how recommendations affect future talent management strategics and value chains created by these recommendations.

5.7 Conclusion

It was established during the study that the Fund does have good talent management programmes in place and that talent management initiatives actually help improve organisational performance. It was also determined by this study that talent management does enhance employee and organisational performance.

However, some serious shortcomings were emphasised by the participants such as management buy-in and accountability, budgets and culture and employee wellness. One notable factor was that leadership support is critical for talent management implementation. Recommendations were suggested and implications on the organisations discussed. It can be concluded that the research questions have been answered.

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APPENDIX A: ETHICAL CLEARANCE CERTIFICATE

Graduate School of Business Leadership, University of South Africa, PO Box 392, Unisa, 0003, South Africa
Cnr Janadel and Alexandra Avenues, Midrand, 1685, Tel: +27 11 652 0000, Fax: +27 11 652 0299
E-mail: sbl@unisa.ac.za Website: www.unisa.ac.za/sbl

SCHOOL OF BUSINESS LEADERSHIP RESEARCH ETHICS REVIEW COMMITTEE (GSBL CRERC)

28 September 2021

Ref #: 2021_SBL_MBA_027_FA
Name of applicant: Mrs IE Gases
Student #: 63413590

Dear Ms Gases

Decision: Ethics Approval

Student: Ms IE Gases, (igases@gipf.com.na , +264816463554)

Supervisor: Dr E Thirion-Venter, (elsa@markdata.co.za , 083 250 6678)

Project Title: Assessing talent management as a tool for enhancing organisational performance at the Government Institutions Pension Fund of Namibia (GIPF).

Qualification: Master in Business Administration (MBA)

Expiry Date: December 2022

Thank you for applying for research ethics clearance, SBL Research Ethics Review Committee reviewed your application in compliance with the Unisa Policy on Research Ethics.

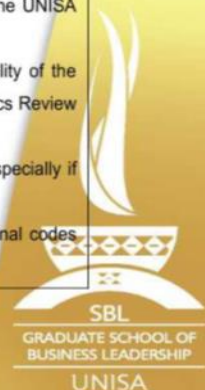
Outcome of the SBL Research Committee: Approval is granted for the duration of the Project

The application was reviewed in compliance with the Unisa Policy on Research Ethics by the SBL Research Ethics Review Committee on the 28/09/2021.

The proposed research may now commence with the proviso that:

- 1) The researcher will ensure that the research project adheres to the relevant guidelines set out in the Unisa Covid-19 position statement on research ethics attached
- 2) The researcher/s will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
- 3) Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the SBL Research Ethics Review Committee.
- 4) An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants.
- 5) The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.

45 years Building leaders who go beyond



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E-mail: sbl@unisa.ac.za Website: www.unisa.ac.za/sbl

Kind regards,

NBW Mlitwa

Prof N Mlitwa

Chairperson: SBL Research Ethics Committee

011 - 652 0000/ wiltonb@unisa.ac.za

P. Msweli

Prof P Msweli

Executive Dean: Graduate School of Business Leadership

011- 652 0256/mswelp@unisa.ac.za

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ANNEXURE B: INFORMED CONSENT

Graduate School of Business Leadership, University of South Africa PO Box 392 Unisa 0003 South Africa
Cnr Smuts and First Avenue Midrand 1685 Tel: +27 11 652 0000 Fax: +27 11 652 0299
Email: sbl@unisa.ac.za Website: www.sblunisa.ac.za



Informed consent for participation in an academic research project

ASSESSING TALENT MANAGEMENT AS A TOOL FOR ENHANCING ORGANISATIONAL PERFORMANCE AT A PENSION FUND IN NAMIBIA

Dear Respondent

You are herewith invited to participate in an academic research study conducted by Imilda Ella Gases, a student in the Master of Business Leadership at UNISA's Graduate School of Business Leadership (SBL).

The purpose of the study is to investigate whether talent management can be used as a tool for Organisational Performance.

All your answers will be treated as confidential, and you will not be identified in any of the research reports emanating from this research.

Your participation in this study is very important to us. You may however choose not to participate, and you may also withdraw from the study at any time without any negative consequences.

Please answer the questions in the attached interview guide as completely and honestly as possible. This should not take more than 45 minutes of your time.

The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.

Please contact my supervisor, Dr Elsa Thirion-Venter elsa@markdata.co.za if you have any questions or comments regarding the study. Please sign below to indicate your willingness to participate in the study.

Yours sincerely

Imilda Ella Gases

I,, herewith give my consent to participate in the study. I have read the letter and understand my rights with regard to participating in the research.

Respondent's signature

Date

ANNEXURE C: PARTICIPANT INFORMATION SHEET

Graduate School of Business Leadership, University of South Africa PO Box 392 Unisa 0003 South Africa Cnr Janadel & Alexandra Avenue Midrand 1685 Tel: +27 11 652 0000 Fax: +27 11 652 0299
Email: sbl@unisa.ac.za Website: www.sblunisa.ac.za



PARTICIPANT INFORMATION SHEET

Date: [.....]

Title: [.....]

Dear Prospective Participant

My name is Imilda Ella Gases, and I am doing research with. Dr. Elsa Thirion-Venter, my supervisor towards a Master's in Business Administration at the University of South Africa.

WHAT IS THE AIM/PURPOSE OF THE STUDY?

The aim of this study is to assess whether talent management can be used as a tool for enhancing organisational performance. If there is a misalignment between talent management and organisational strategy, how does it affect overall performance of an organisation? Although there is no doubt that talent management can influence organisational performance, there has been no research conducted with regards to the Pension Fund Sector in Namibia.

This study will assess whether talent management can be used as a tool for enhancing organisational performance at a Pension Fund in Namibia. This study further wishes to address any weaknesses that the Fund may have regarding current talent management policies and practices with a view to bring about necessary improvement.

WHY AM I BEING INVITED TO PARTICIPATE?

You have been invited to participate in this research project because you are an employee of the company and will be able to provide more insight about company practices when it comes to talent management.

ANNEXURE D: INTERVIEW GUIDE

My name is Imilda Ella Gases. I am a Master of Business Administration (MBA) student from the UNISA School of Business Leadership. I am conducting research for the purposes of my dissertation. The purpose of this research is to “**determine how talent management can be used as a tool to enhance organisational performance: The case of a Pension Fund in Namibia**”. This research is conducted as a requirement for the fulfillment of the Master of Business Administration (MBA) program with the UNISA School of Business Leadership.

Before we commence with the interview, I would like to ask your permission to record the interview. All your responses will be treated with all confidentiality it deserves. Please respond as sincerely as possible and answer all questions. The interview will not be longer than 45 minutes. Please do not hesitate to ask questions if you need clarity on any question.

Section A: Participant details

Department		
1. Gender	Male	
	Female	
2. Position in the organisation	EXCO	
	Middle Management	
	Supervisor	
3. Number of years with the organisation	Non-Management	
	Less than 5 years	
	5-10 years	
	10-15 Years	
4. Number of years in current position	15 and above	
	Less than 5 years	
	5-10 years	
	10-15 Years	
5. Educational Qualification	15 and above	
	Grade 12 NQF 4	1
	Diploma/Degree NQF 6	2
	Honour's degree or Equivalent NQF 7	3
	Master's Degree NQF 8	4

Section B: Interview Questions

Question 1: Talent Management Practices

1. What do you understand by talent management? (PROBE: aim to attract and keep high performing/future leaders/those promotable)?

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.....

2. What does the content of a talent management processes entail? (PROBE train, assess, rewards, coaching, experience training, fast track, one-on-ones)

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.....
.....

3. What are the internal and external factors hampering the implementation of talent management practices at the Fund and why?

.....
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.....

4. What talent management practices are currently working effectively, and why are they working? (PROBE: what programs make people stay at the Fund)?

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

5. What value does talent management programs add to the organisation?

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

6. What can be done to improve the effectiveness of talent management programs within the organisation?

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

7. How does talent management affect employees' behavior and employee individual performance at the Fund?

.....
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.....

8. Having the understanding of the subject matter, what are challenges you have noticed in the organisation concerning talent management processes and their impact on organisational performance?

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

9. Any other thoughts that we have not addressed here?

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

We have come to the end of the interview
Thank you for your time and participation

ANNEXURE E: TURN IT IN REPORT

Microsoft Edge offers secure and reliable PDF reading experiences. Would you like to set it as your default PDF reader? **OK**

119 of 131

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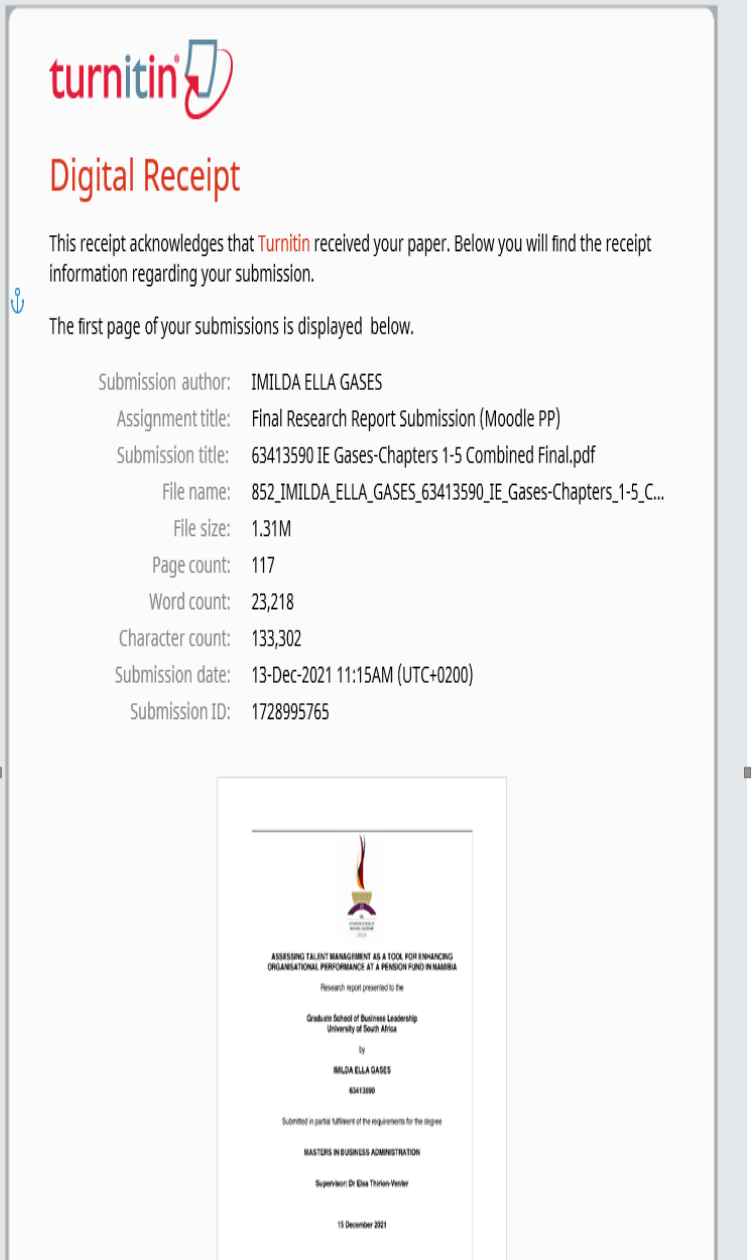
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ASSESSING TALENT MANAGEMENT AS A TOOL FOR ENHANCING ORGANISATIONAL PERFORMANCE AT A PENSION FUND IN NAMIBIA

Research report presented to the

Graduate School of Business Leadership
University of South Africa

by

IMILDA ELLA GASES
63413590

Submitted in partial fulfillment of the requirements for the degree

MASTERS IN BUSINESS ADMINISTRATION

Supervisor: Dr Elize Theron-Yester

13 December 2021

ANNEXURE F: SUPERVISOR LETTER OF CONSENT TO SUBMIT

MBLREP / MBL5913 / MBA5929

CONSENT TO SUBMIT RESEARCH REPORT FOR EXAMINATION 2021

Consent is hereby given to:

Student name: **Imilda Ella Gases**

Report Name: Assessing Talent Management as a Tool for Enhancing Organisational Performance at a Pension Fund in Namibia

Student number: **63413590**

to submit her research report in its final form.

Supervisor Signature: 

Date: ...15/12/2021.....

Supervisor Name: ...DR EM Thirion-Venter.....

The student acknowledges that sufficient feedback was provided by the supervisor and that s/he took the responsibility to attend to the feedback in a way that satisfies the requirements for a research dissertation on the MBA and MBL level.

Student signature 

Date: 15 December 2021