

**THE IMPACT OF TALENT MANAGEMENT ON COUNCIL EMPLOYEE'S IN A LOCAL
GOVERNMENT INSTITUTION IN BOTSWANA**

By
Lame Refilwe Masale

Student Number:
16607228

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MASTER OF ADMINISTRATION IN HUMAN RESOURCE MANAGEMENT

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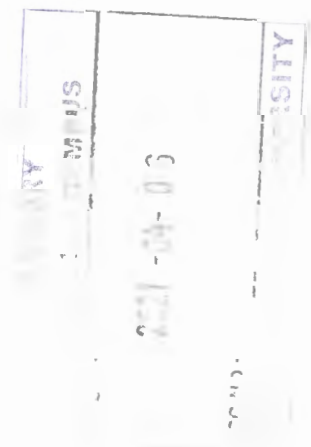
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Supervisor:
Prof. E.N. Barkhuizen

November 2014



DECLARATION

DECLARATION

I, LAME REFILWE MASALE declare that “The Impact of Talent Management of Council Employee”s in a Local Government Institution in Botswana” is my own unaided work both in content and execution. All the resources I used for this study are cited and referred to in the reference list by means of a comprehensive referencing system. Apart from the normal guidance from my supervisors, I have received no assistance, except as stated in the acknowledgements. I declare that the content of this thesis has never before been used for any qualification at any tertiary institution.

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I would like to say a very special Thank You to everyone who supported me in completing this dissertation. I would like to give special thanks to:

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Background and Aim:

Botswana as a developing country is affected by rapid technological changes needing different talents, so as to ensure that they are performing well. Local government needs to become better at talent management for all employees, not just an elite group. Thus as we live in a knowledge society the skills and knowledge of the employees particularly council employees need to be enhanced to allow them to cope with different new working environments. There has been a general complaint about poor government performance particularly implementation of government policies and programmes. The more employees' talents are managed and developed the more they are likely to focus their energies on improving their performance there by achieving organisational goals. The main aim of this research was to determine the Impact of Talent Management on Council Employees in Botswana.

Method:

A cross-sectional research design was followed with data collected from employees of Tutume Sub Council ($N=261$). The Human Capital Index (HCI) and Performance Management Scale were administered. Principal Component Analysis, Reliability Analyses, Descriptive Analyses and Regression Analyses were applied.

Results:

The results showed the following:

- Talent Management practices are poorly applied in the Botswana local government. The practices that seemed to be most problematic included Talent Review processes and talent retention practices.
- The respondents viewed all talent management practices as important for their organisation.
- Talent Management practices (i.e. Management Commitment, Talent Acquisition, Talent Development and Talent Retention) is a statistically significant predictor of Performance Management, which was determined from the results of a Simple Linear Regression analysis.
- The importance of talent retention practices were also a predictor employee performance.

Practice Relevance:

In Botswana there have not been many studies conducted on the Impact of Talent Management on Council employees performance. The study will attempt to identify if there is a significant relationship between the concepts, and makes a contribution to the body of knowledge surrounding the relationship between the two concepts. Furthermore, the study determined if Talent Management Practices are really applied in Council and whether they are perceived to be important and to what extent could they help improve employees performance. For an organisation to be productive management should make sure that Talent Management Principles and strategies and also ensure that performance feedback is given to employees so as to motivate employees and perform to the best of their ability.



Keywords: Talent Management, Job Performance, Retention, Local Government

Chapter 1:INTRODUCTION TO THE STUDY

1.1 INTRODUCTION

The element of employee adaptability requires an individual to be optimistic, to possess adaptive schemes and to have the ability to meet demands. Employee adaptability does not only affect employees, but it also greatly affects employers. These days public sector organizations are experiencing an unprecedented rate of change, causing many debates as to what constitutes effective leadership. Talent management has thus become an important focus, because effective leadership depends on the extent at which individuals can identify themselves with the organization.

1.2 PROBLEM STATEMENT

Public sector organizations have experienced an unprecedented rate of change in recent years, causing many debates as to what constitutes effective leadership. There are signs that this debate has widened to include talent management because interest in talent management has sharpened into a strategic imperative as many organizations have begun to experience the so called 'war for talent'. This is a consequent of a dwindling supply of young workers and, more seriously for public sector organizations, an ageing workforce. In a study conducted in the United Kingdom for instance, in local government for example, 31% of employees are over 50, lead to the strong likelihood of a loss of vital skills and experiences as this generation may retire after a decade. This trend has resulted in a prediction by the National UK Skills Task Force of a net shortfall of two million employees by 2010 (Autum, 2008).

Talent Management in South Africa as compared to Botswana and East Asia shows that professional workers at high skill levels in knowledge intensive industries rate the following: effective utilization and retention as critical to work motivation. This has led to a perception that skills development is a national and organization challenge and not purely a functional one. Senior line and HR executives in organizations are called to create a new vision and plan for talent management. It is a shared challenge in emergent markets from Asia to Africa.

Organizations that take the lead will undoubtedly steal a march on the competition, in terms of people and profits (Cappelli, 2008).

Botswana as a developing country is affected by rapid technological changes needing different talents so as to ensure that it is performing well. A report about talent management by Public Sector People Manager's Association PSPMA (2006) also concludes that local government needs to become better at talent management for all employees, but not an elite group. Thus as we live in a knowledge society, the skills and knowledge of the employees, particularly council employees need to be enhanced to allow them to cope with different new working environments. There has however been a general complaint about poor government performance particularly implementation of government policies and programmes.

According to Mmegi (2008) the response to poor implementation has been lame. At a general level, implementation constraints have been addressed by public sector reforms that have failed to catch on. At a specific level, there has been the Standing Committee of Local Authorities Project Implementation (SCOLAPI), the Vice President Ian Khama implementation assignment and the 2007 initiatives to ease procurement bottlenecks for ministries. While such initiatives have been put in place designing and implementing talent management policies, programmes and strategies to improve employees performance is becoming urgent. The question is: To what extent has Botswana put in place a well thought out talent management strategy within the local authorities and what is its impact?

According to Strategic Human Resources Management Survey Talent Management Survey Report (SHRM, 2006), 53% of organizations have specific Talent Management initiatives in place. Of these companies, 76% consider talent Management a top priority. In addition, 85% of HR professionals in these companies work directly with management to implement Talent Management. Although different organizations may not define talent the same way, the belief in talent and its impact on the bottom line are at the heart of talent management. To be effective, the talent mind-set must be embedded throughout the organization starting with the CEO.

Talent Management says Public Sector People Management (PSPMA) “is about developing pools of skills, giving employees the opportunity to widen the scope of their expertise and experience while at the same time providing organizations with the talent they need to grow and evolve”. By managing talent well, organizations including local authorities in Botswana will be in a better position to manage their valuable knowledge and enhance their capacity to execute strategies and service delivery. In addition, companies could take greater advantage of the incentives offered to them to train and develop people internally, such as the skills levy/grant system as it has been shown that less than 20 percent of business are using the system at present (Mmegi, 2008).

A model and methodology for managing human capital, talent or simply people in councils in Botswana is urgent. It must be distinct and should deal within hiring, paying, training and sustaining talent. HR professionals should face these realities and adopt a future focused, integrated talent management model. This study will emerge with this kind of talent model by measuring the impact of talent management on employee performance.

1.3 TUTUME SUB COUNCIL

The study concentrated on Tutume Sub District Council which is based at Tutume Village. It is located in the Central District of Botswana around 90 kilometres from Francistown-the second City of Botswana. It is under the Ministry of Local Government and Rural and Development. Tutume Sub District Council being one of the Sub Council that is under Central District Council has six hundred and ten (610) permanent employees. The purpose of its existence is to serve the community thereby maintaining roads, ensuring that the village is always clean, providing food and clothes to needy people just to mention a few (Tutume Sub District Council Manual,2012). It was established in 1976 and has a total of 8 Departments. Under these Departments, there are some Divisions namely Department of Human Resources and Administration(Recording Division, Administration, Records and Human Resources), Department of Architect and Buildings (Architect, Quantity survey, Parks and Recreational),Audit Department, Legal Services Department, Social & Community Department, Finance &Development Planning Department (Procurement Division, Economic

Planning Division and Finance Unit), Environmental Health, Education, Lastly the Department of Civil and Mechanical Engineering which has three divisions namely Roads, Transport and Electrical Division (Tutume Sub District Council Manual, 2011). The Council provide the above mentioned services to Tutume Village and other neighbouring villages such as Sebina-50km from Tutume Village, Gweta-200 km, Nata-120 km, Senete Village-26km.

1.4 RESEARCH QUESTIONS

Research questions relate toward the study's objectives. Research questions state, in question form, the basis issues to be addressed by the study (i.e, what do you wish to find out?). In simple terms, a research question refers to the question that the study wants answered. It is the phenomenon investigated. It tends to be thought of as a question because it is often put in the form of a query (Durrheim, Blanche & Painter, 2006).

Research questions could be answered by either or both qualitative or quantitative methodologies. As a general rule of research design, it is better to focus the research question in such a manner that can explore in detail a small instance of a phenomenon rather than attempt to study a large issue with an inadequate sample (Durrheim & Blanche, 2002).

1.4.1 MAIN RESEARCH QUESTION

The main research question is: What is the impact of Talent Management on the Council Employee's Performance in Botswana?

1.4.1.1 SPECIFIC RESEARCH QUESTIONS

The sub-research questions of this study are:

- What is the current level of application of Talent Management Practices in the Local Authorities?
- What is the importance of the Talent Management Practices in Local Authorities?

- What is the relationship between the current applications of Talent Management Practices and the job performance?
- What is the relationship between the importance of Talent Management Practices and job performance?

1.5 EXPECTED CONTRIBUTION OF THE STUDY

The study plans to measure the impact of Talent Management strategies and practices put in place in Local Authorities (Councils) in Botswana in order to try and improve the employee's performance. The contribution of the study is to examine the effectiveness of Local Authorities (Councils) in the implementation of Talent Management practices and also to make organizations/companies aware of the impact of practicing Talent Management strategies, processes and procedures in addressing performance of the employees.

Even-though previous studies have been done on Talent Management and Employee Performance, there is limited research models that have been identified on linking the relationship between the two concepts. Key to building a talent pool from which to draw upon is to support the development of a long term attachment to the organization. In order to do this, the organization must have effective and supportive leadership/management that will be determined to retain and motivate employees to perform to their level best.

1.6 RESEARCH OBJECTIVES

The culmination of the problem/opportunity formulation process is a statement of the research objectives. These objectives are stated in terms of the precise information necessary and desired to solve the marketing management problem. Well formulated objectives serve as a road map in developing the research project. Objectives must be as specific and unambiguous as possible (Gates, 1998).

1.6.1 GENERAL OBJECTIVE

The general objective of this research is to determine the impact of Talent Management practices on Council employee's performance in Botswana.

1.6.2 SPECIFIC OBJECTIVES

The specific objectives of this research are:

- To determine the current level of application of Talent Management Practices in the Local Authorities.
- To determine the importance of the Talent Management Practices in Local Authorities.
- To determine the relationship between the current application of Talent Management Practices and the job performance.
- To determine the relationship between the importance of Talent Management Practices and job performance.

1.7 RESEARCH HYPOTHESIS

A hypothesis is a logical supposition, a reasonable guess, an educated conjecture. It provides tentative explanations for a phenomenon under investigation (Leedy and Ormrod, 2001). Hypotheses are educated guesses or expectations about differences between groups in the population or about relationships among variables (Durrheim et al., 2006).

Two research hypotheses are formulated for this study:

H 1: There is a significant positive relationship between the current application of talent management practices and the performance of government employees

H 2: There is a significant positive relationship between the importance of talent management practices and the performance of government employees.

1.8 RESEARCH DESIGN

1.8.1 RESEARCH APPROACH

The research design guides the researcher in planning and implementing a study in a way that is most likely to achieve the intended goal. The aim of the research design can be explained as an effort to plan and structure the research according to the aim and to enhance the validity on internal and external levels (Mounton & Marais, 2001).

A quantitative research approach was followed whereby a researcher collects data in the form of numbers and use statistical types of data analysis (Durrheim *et al.*, 2006). According to Struwing (2001), a quantitative research is a form of conclusive research involving large representative samples and fairly structured data collecting procedures. A primary role of quantitative research is to test hypothesis. The benefit of using this kind of method is that the dependent variables by quantitative researchers is evidence of the widespread tendency to establish causal relationships between variable(constructs).A causal relationship between constructs explains why things are the way they are by specifying the causes of the thereof.

1.8.2 RESEARCH METHOD

Research Methodology is a way to systematically solve the research problems. It may be understood as a science of studying how research is done scientifically. In it we are study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. It is necessary for the researcher to know not only the research methods techniques but also the methodology (Kumar, 2008).

A descriptive research method is used in this study. In this method fact findings of different kinds of surveys are included. The main purpose of employing this method is that it allows for the description of the state of affairs as it exists at present and the researcher obtains first hand data from respondents (Oliver, 2012).

1.8.2.1 LITERATURE REVIEW

The literature review is one of the most important parts of any piece of academic writing. It is rather like the foundations upon which the rest of the work is built. A literature review provides a sound base upon which new research can be founded. In any subject area, literature review provides that previous knowledge, and gives an anchor to which to attach new ideas (Oliver, 2012).

In order to come up with findings and recommendations, this study utilizes two sources of research: primary and secondary. Primary research data was obtained through this new research study, questionnaires survey. On the other hand, the secondary research data were obtained from previous studies on the same topic, books, journals and internet.

1.8.2.2 RESEARCH PARTICIPANTS



According to William (2004), population refers to a targeted group of people that the researcher wants to investigate. The population of the study is made up of all full time council employees in Botswana. For the purposes of this research a purposive convenience sample was taken within Council. Sampling can be defined as a scientific foundation or a technical accounting device to rationalize the collection of information to choose in appropriate way the restricted setoff objects, persons and events so forth from which the actual information will be drawn (Turner, 2002). The purpose of sampling is to obtain information on a small number of employees who can be generalized to a larger aggregate (Population) from which the sample comes.

The council has a total number of 610 employees; the study only concentrated on 310 employees. The researcher made use of purposive convenience sampling because the population is readily available. It provides for greatest number of possible samples, this is done by assigning a number of each unit in the sampling frame. 310 questionnaires were distributed.

1.8.2.3 MEASURING INSTRUMENT

An adapted version of the Human Capital Index (Human Capital Institute of South Africa, 2008), Talent Management Questionnaire and an employee Performance Questionnaire will be used in this study.

Human Capital Index

An adapted version of the Human Capital Index was used to assess the respondents' perceptions of Talent Management practices in local government institutions. The HCI consist of 28 items and measure six Talent Management Practices: Management Commitment, Workforce Planning, Staffing, Talent Acquisition, Talent Development and Talent Retention. This measure uses a dual scale. Respondents are first requested to evaluate the current application of talent management practices in the organisation on a five-point Likert scale ranging from Poor (1) to Excellent (5). Second the respondents are required to indicate the importance of the Talent Management practices on a five-point scale ranging from Not (1) to Critical (5). Acceptable reliabilities were found for the measure in various South African studies (see Du Plessis, Stanz & Barkhuizen, 2010; Mpofu & Barkhuizen, 2013).

Performance Management Measurement

The final questionnaire used in the study was the *Performance Scale* (Magolego, Barkhuizen & Lesenyeho, 2013). This scale consists of nine items which are used to determine the level of performance of employees. The Respondents in the study were asked to rate the items on a seven point Likert scale from Strongly Disagree (1) to Strongly Agree (6). This questionnaire has been validated for the South African context (Magolego *et al.*, 2013).

1.8.2.4 DATA COLLECTION PROCEDURE

Permission was requested from Ministry of Local Government, this is the Ministry from which all Local Authorities (Councils) falls under through letters of request from the researcher and the University. The written approval by the Permanent Secretary was granted. A formal standardized type of questionnaire was developed and distributed to the employees of Tutume Sub Council. The employees were randomly selected from the departments. Questionnaires were hand delivered to Supervisors and Head of Departments of each department in-order to give them to their employees. A researcher and supervisors reached an agreement that the researcher will collect the questionnaires within two days from the date of distribution. The questionnaires were collected from the supervisors 310 questionnaires were administered to the Council departments.

1.9 DATA ANALYSES

According to Perri6 and Bellamy (2012) data analysis are the methods used for manipulating the data to enable the research question to be answered, usually by identifying important and relevant patterns. These methods include statistical procedures and quantitative analysis techniques. The researcher used quantitative means of data analysis.

For the purpose of the study a Statistical Package for Social Sciences was used (SPSS).It is defined as data software for Mac that is used for data storage as well as for data analysis. The main idea of using SPSS over other programs is that it makes reproducing the work simpler (Plowright, 2011). The reliability and validity of the measuring instruments were determined by means of Cronbach alpha coefficients, as well as exploratory factor analysis. Linear regression analyses were used to test for the significance of relationships between the variables of talent management and employee performance (Field, 2009).

1.10 DEFINITIONS OF CONCEPTS

1.10.1 TALENT

Wang (2010) defines talent as special individual endowments with regard to creative, artistic, or sporting endeavours. Talent goes beyond intuitive skills and insight to include a person's attributes or traits, which might be analytical ability, business acumen, resourcefulness, creativity, single-mindedness, charisma, introversion, openness, natural leadership and any other trait that can contribute to positive results relevant to a specific environment.

Armstrong (2011) further defines talent is what any able person has who does well in their role and has growth potential. Talent consists of those individuals who can make a difference to organizational performance, either through their immediate contribution or in the longer term by demonstrating the highest levels of potential.

1.10.2 TALENT MANAGEMENT

Talent management is defined as the integrated process of ensuring that an organisation has a continuous supply of highly productive individuals in the right job, at the right time. Rather than a one-time event, talent management is a continuous process that plans talent needs, builds an image to attract the very best, ensures that the new hires are immediately productive, helps to retain the very best, ensures that new hires are immediately productive, helps to retain the very best, ensures that new hires are immediately productive, helps to retain the very best and facilitates the continuous movement of talent to where it can have the most impact within the organisation (Lawler, 2008).

According to (Joubert, 2007) Talent Management is defined as a craft and virtue that enables and empowers people to induce and gain personal mastery in those occupations that nourish their truest interest and feeling of personal fulfilment. Talent management liberates the individual to pursue and experience life as a rainbow of parallel streams with exiting, intermittent challenges in which talent provides the amazing ability and leverage to conquer any number and variety of lives contents.

1.10.3 PERFORMANCE

Performance is defined as an accomplishment of work related tasks or skills by an employee or trainee. It may refer to specific skills or to overall performance also use for factors associated with success or failure in job situations (Williams, 2008). According to Stahl and Bjorkman (2006) performance is what an organisation hires one to do, and to do well.

1.10.4 PERFORMANCE MANAGEMENT

Performance management is a system designed to improve organizational, team and individual performance (Heldolt, 2012). According to Armstrong (2011), performance management is defined as a process that provides a means of building effective relationships with people in their roles, identifying talent and potential, planning learning and development activities and making the most of the talent possessed by the organisation.

1.11 ABBREVIATIONS USED IN THIS DOCUMENT

Table 1-1 below presents abbreviations that are used later in this dissertation.

Table 1-1: Abbreviations used in this document

Abbreviation	Meaning
CEO	Chief Executive Officer
TM	Talent Management
TMP	Talent Management Practices
MLG	Ministry of Local Government
PSPMA	Public Sector People Management
PMS	Performance Management System
HR	Human Resource
DPSM	Department of Public Service Management
BIAC	Botswana Institute of Administration and Commerce
RASA	Remote Area Service Allowance

1.12 ORGANIZATION OF THE STUDY

CHAPTER 1: INTRODUCTION AND ORIENTATION TO THE STUDY

This chapter outlines the introduction, definition of concepts, and background to the study. It also lists the of abbreviations used in the research, problem statement, research questions, main problem defined, objectives of the study, research design ,research method and organization of study.

CHAPTER 2: LITERATURE REVIEW

This chapter outlines the literature review focus on the impact of Talent Management on Council Employee's performance in Botswana. The different characteristics that make up the concepts in this study are discussed. The chapter ended with a summary of what the chapter was all about. The following concepts were discussed with regards to this study:

- Talent Management Practices
- Performance Management in the Workplace
- The link Between Talent Management and Employee Performance

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

This chapter is comprised of a detailed discussion of the research design and methods which were selected as the framework through which the research questions of the study were answered. This chapter starts with an overview of the research paradigm of the study, before a description of the strategy of inquiry and broad research design was given. A discussion of the sampling strategies and techniques employed in the study is then given and the data collection methodology was presented. Reliability and validity of the research are considered and thereafter ethical considerations related to the study are contemplated.

CHAPTER 4: DATA ANALYSIS AND PRESENTATION

The focus of this chapter is on the discussion of the results and findings of the entire study pertaining to statistical analysis presented. The chapter is divided into three sections namely;

Biographical information, Statistical analyses and Hypothesis testing. The chapter is divided into three phases beginning with a discussion on the biographical information. The next phase of the chapter involves discussing the statistical analysis of the different concepts involved in the study. The final Phase discusses the different relationships of the study through the hypotheses developed and stated in chapter one.

CHAPTER 5: DISCUSSION OF RESULTS

Chapter five mainly focus on the discussion and interpretation of the results presented in the previous chapter which is chapter four. The main results of this study are then outlined and discussed in relation to the research questions. The results are then supported by the existing literature concerning Talent Management and employee Performance.

CHAPTER 6: SUMMARY, FINDINGS, RECOMMENDATIONS AND CONCLUSION

This chapter presents a summary of the whole study. The discussion of the significance of the study, findings gathered from the literature as well as empirical results is offered. The limitations of the study are also discussed and recommendations are made for further study on the topic.

1.10. CONCLUSION

The purpose of Chapter one was to introduce the entire research with a brief discussion of the research background. This included discussions on the problem statement, research methodology, the importance of the study and summary of the chapters of the study. Chapter two deals with an outline of the literature reviewed regarding the key concepts of the study.

Chapter 2:LITERATURE REVIEW

2.1 INTRODUCTION

This chapter focuses on the literature review, which covers the definitions of concepts, Brief Historical Background of Talent Management, Local Authorities (Councils) in Botswana, Talent Management in an Organisation, Talent Management Practices, Performance Management in the Workplace and lastly the link between Talent Management and Performance.

2.2 LOCAL AUTHORITIES (COUNCILS) IN BOTSWANA

Botswana as the developing country has 16 Local Authorities under the Ministry of Local Government(MLG) namely :Gaborone City Council, Francistown City Council, Sowa Town Council, SelibePhikwe Town Council, North West District Council, North East District Council ,Ghanzi District Council, Chobe District Council, Kgalagadi District Council, South East District Council, Southern District Council, Kweneng District Council, Jwaneng Town Council, Central District Council, Lobatse Town Council and lastly Kgatleng District Council. All these councils are based in different Districts of the Botswana. However there are some councils which have sub councils like Central District Council which has the following sub districts: Tutume Sub District Council, Mahalapye Sub District, Bobirwa Sub District Council, Boteti Sub District Council, Palapye Sub District Council, Tonota Sub District Council just to mention a few(Ministry of Local Government Manuel, 2011).

As indicated in the Local Government Act 1999 the principal roles of Local Authorities are to:

- Act as representative, informed and responsible decision makers in the interests of their communities.
- Provide and coordinate various public services and facilities and to develop their communities and resources in a socially just and ecologically sustainable manner.
- Encourage and develop initiatives within their communities for improving the quality of life within them.

- Represent the interests of their communities to the wider community
- Exercise, perform and discharge the powers, functions and duties of Local Government in relation to their areas

As outlined under Section 7 of the Act the following are the functions of Councils:

- Plan at local and regional level for the development and future requirements of their area.
- Provide services and facilities that benefit there are ,ratepayers and residents ,and to visitors to that area.
- Provide for the welfare, wellbeing and interests of individuals and groups within their communities.

2.2.1 TUTUME SUB COUNCIL

The study concentrated on Tutume Sub District Council which is based at Tutume Village. It is located in the Central District of Botswana around 90 kilometres from Francistown-the second City of Botswana. It is under Ministry of Local Government and Rural and Development. Tutume Sub District Council being one of the Sub Council that is under Central District Council has six hundred and ten (610) permanent employees. The purpose of its existence is to serve the community thereby maintaining roads, ensuring that the village is always clean, providing food and clothes to needy people just to mention a few(Tutume Sub District Council Manual,2012). It was established in 1976. It has a total of 8 Departments. Under these Departments ,there are some Divisions namely Department of Human Resources and Administration(Recording Division, Administration, Records and Human Resources), Department of Architect and Buildings (Architect, Quantity survey, Parks and Recreational),Audit Department, Legal Services Department, Social & Community Department, Finance & Development Planning Department (Procurement Division, Economic Planning Division and Finance Unit), Environmental Health ,Education, Lastly the Department of Civil and Mechanical Engineering which has three divisions namely Roads, Transport and Electrical Division (Tutume Sub District Council Manuel, 2011).

The Council provide the above mentioned services to Tutume Village and other neighbouring villages such as Sebina-50km from Tutume Village, Gweta around 200 km,Nata-120km,Senete Village-10km.

2.3 BRIEF HISTORICAL BACKGROUND OF TALENT MANAGEMENT

Talent Management, as a practice, emerged in the 1990s as a way to shift responsibility of employees from exclusively the human resources department to all managers throughout the organisation. Talent Management arose in answer to organizations' needs to compete on talent. In the latter half of the 1990s, a war for talent erupted and then clearly waned in the early 21st century, cooled by the slumping economy and global security concerns. However, in the near future, the real battle to attract, develop, motivate and retain talent will heat up again. The aging population, a ticking demographic time bomb, combined with greater demand for skilled workers and leaders will make Talent Management a top priority for organizations for decades to come (Lawson May 2011, White Paper).



However, a purely market driven approach to skills development is not likely to be effective in emergent markets. The notion of a developmental state occurring in emerging markets such as China, Korea and South Africa, as well as in more developed Asian states such as Singapore, committed to developing the country's human resources in partnership with the private sector and organized labour can remove the many constraints to international competitiveness such as skills development and better education (Collings & Wood, 2009).

When different talents of employees within an organization are managed well, their performance will increase. The aim of this research is to determine the impact of talent management on employee performance. The researcher seeks to determine how managing employee talents can lead to employee performance.

2.3.1 TALENT MANAGEMENT DEFINED

Talent Management refers to the anticipation of required human capital the organisation needs at the time, then setting a plan to meet those needs. Talent Management is the science of using strategic Human Resources to improve business value and make it possible for companies and organizations to reach their goals. Everything that is done to recruit, retain, develop reward and make people perform is part of Talent Management as well as strategic workforce planning (Israelite, 2009).

Talent Management, often referred to as Human Capital Management, is the process recruiting, managing, assessing developing and maintaining an organizations most important resource its people (Shukla, 2009). He further defines talent management as the end process of planning, recruiting, developing, managing and compensation employees throughout the organisation. Getting the right people with the right skills into the right jobs, a common definition of talent management is the basic people management challenge in organizations. While the focus of talent management tends to be on management and executive positions, the issues apply to all jobs that are hard to fill.

Talent Management is not just about systems and processes, but what you do with these and how you implement them so that you achieve a talent mindset across the organization. A talent mindset means that line managers will recognize their responsibility to manage talent effectively, just as they are expected to manage other resources. Directors or Chief Executives will review talent as critically as they review the organization's finances. Individuals will actively seek to develop or update their own talents. Individuals will be provided with the kind of developmental work experiences that build the organizations key capabilities. The Human Resources function will enable this talent approach by crafting business relevant talent management systems and processes and implementing them in a way that consistently reinforces the organization's values (Caplan, 2012).

Talent Management is as much a mind-set as a process. It encourages conversations between line managers and staff, and it encourages sharing of information and ideas, as well as support and collaboration (Welby-Cooke, 2010). In this way it is a main contributor to employee engagement,

mapping directly to the factor about enjoying good, productive relationships with co-workers. Furthermore it creates innovation, resilience and flexibility at all levels of the organization. Talent Management is not just what you do but how you do it, how you have conversations, and how you implement systems. These map directly to factors that lead to high employee engagement, knowing your opinion count and are listened to, knowing how you contribute to organizational goals and success. This demonstrates how the factors you address in talent Management are also those that contribute to high levels of employee engagement (Caplan, 2012).

Caplan (2012) further indicates that for organizations that seek to align their workforce with business objectives, competency management is critical. By implementing tools and processes that enable organizations to identify and understand the core competencies of top performing workers, and by leveraging that data and knowledge across pre and post hire elements of human capital management, companies will make better hiring decisions, enable workers to pursue desired career path, and improve business operational performance.

2.4 TALENT MANAGEMENT PRACTICES

2.4.1 MANAGEMENT COMMITMENT

Talent Management is a concept that revolves around leadership mind-set (Welby-Cooke, 2010). According to Joubert (2007) great leaders and managers are at the core of a talent management culture. In this regard Joubert (2007) highlighted some key characteristics of leaders:

- They are brave and trust employees with new initiatives.
- They allow them to take ownership of projects.
- They intuitively read the talent of employees and know who to make responsible for a task or project.
- Great leaders and managers empower and excite employees by labelling tasks according to people's names.

Furthermore the most vital relationship to career and professional development is that of the leader, manager and employee (Barkhuizen, 2014b; Joubert, 2007). Leaders Mind-sets must therefore change and accountabilities must be put into place in order to foster positive behaviours (Welby-Cooke, 2010). Manager for example can enhance the work engagement of through the application of sound talent management practices (Mogwere, 2014). In particular organisations contribute to and facilitate work engagement by giving employees the information they need to do their jobs well, by giving learning opportunities and feedback so they can develop self- confidence, and by supporting employees in their efforts to renew their personal energy levels through a balance between work and their personal lives (Macey, Schneider, Karen, Barbera & Scott, 2009).

Joubert (2007) also mentions that accountability for talent cultivation is part of the formula for enhancing talent management and making it a best practice in an organisation. Managers are accountable for developing their employees (not losing key contributors to turnover), for promoting knowledge sharing and collaboration, and for making hiring decisions (Barkhuizen, 2014b). Executives are furthermore accountable for the strength of talent pools, for the instituting effective talent management practices.

Research in public sector organisations in Namibian and South African context revealed that management commitment towards talent management remains a significant problem (see Barkhuizen, 2014b, Magolego, 2013; Mogwere, 2014; Mpofu, 2013; Smit, 2014). Managers are generally not committed towards the talent management of their employees. As a result Talent management is not a strategic priority in many organisations and have a negative impact on quality customer service delivery (Mogwere, 2014; Smit, 2014).

2.4.2 WORKFORCE PLANNING

Rothwell, Jackson, Knight and Lindholm (2005), describe workforce planning as the process of identifying and addressing gaps between an organizations current workforce and its future human capital needs. Armstrong (2011) further states that workforce planning determines the human resources required by the organisation to achieve its strategic goals and prepares and implements programmes for satisfying those requirements. It is defined as a core process of human resource

management that is shaped by the organizational strategy and ensures the right number of people with right skills in the right place and at the right time to deliver short and long term organizational objectives. As mentioned by Boninelli and Meyer (2011) the focus of on intergraded talent management/human capital management highlights the importance of linking all human resources activities to the strategic objectives of the organisation

Armstrong (2011) maintains that workforce planning should be an integral part of business planning. The strategic planning process defines projected changes in the types of activities carried out by the organisation and the scales of those activities. Furthermore it identifies the core competences the organisation needs to achieve its goals and therefore its skill and behavioural requirements (Armstrong, 2011). Since the competencies for success needed by employees are growing in number and changing rapidly, an organisation's training program must be flexible if it is to be successful in training and retaining the organisation workforce (Rothwell *et al.*, 2005).

2.4.3 STAFFING

According to Hall and Torrington (2006) the technology of personnel work is most well-developed in the area of finding the people and fitting them to their jobs. Jackson (2006) maintains that organisations should have staffing plans. These plans arise out of forecasts about future labour demand and supply. For business undergoing global expansion, the HR plan may include developing new approaches to evaluating the ability of new hires and current employees to work in multicultural settings and their effectiveness while working on projects completed by virtual teams. Jackson (2006) further indicates that the strategic objective for HR in business undergoing a turnaround might state where to cut staff levels, and by how much. In this situation, the HR objectives should also include maintaining the skills levels, motivation, and performance of employees who remain after staff reduction are completed.

According to Joubert (2007) winning companies and institutions recruit employees based on behavioural competencies. The assumption is that the right emotional intelligence ensures that an employee will do a great for the company. A primary reason for people becoming dissatisfied with their jobs is the poor fit between culture and personal style. Organisations and institutions eliminate

this problem by delineating the competencies that are vital for success and then hire for them (Joubert, 2007).

According to Savingram (2012) the Ministry of Local Government in Botswana introduced promotions for D band scales (management positions) through Local Authority Appointment and promotions boards. The main purpose of the promotions boards was to ensure that employees with the right competencies are being promoted within Local Authorities.

2.4.4 TALENT ACQUISITION

Talent acquisition is the process of finding and acquiring skilled human labour for organizational needs and to meet any labour requirement (Brenner, 2013). When used in the context of the recruiting and HR profession, talent acquisition usually refers to the talent acquisition department or team within the Human Resources department. The talent acquisition team within a company is responsible for finding, acquiring, assessing, and hiring candidates to fill roles that are required to meet company goals and fill project requirements (Brenner, 2013).

Joubert (2007) indicates that both institutions should create a space for the attraction of talent. The government of Botswana for example introduced internship programme specifically for graduates who graduated from different disciplines in order to prepare graduate for work in future (Department of Public Service Management, 2009). The Tutume Sub-Council for example hired 4 graduate interns during 2013 in the departments of Information Technology, Education, Commercial and Electrical (Human Resources Report, 2013). Pop (2009) found that the availability of graduate internship programmes in the IT sector enhances the employability of graduate interns. Leading organizations should therefore put an effort into ensuring the quantity and quality of the talent they employ.

2.4.5 TALENT COMMITMENT

According to Davenport (2001) commitment arises from an emotional or intellectual bond linking the individual with the organisation. Commitment implies acceptance of the organisation's goals and direction, strong desire for membership, and tacit agreement to reject other investment tracks. Davenport (2001) further divides commitment into three categories: attitudinal, programmatic and loyalty based.

- **Attitudinal Commitment**-Employees feel motivated to work for the company's interest in large part because they value their organizational attachment. As a consequence of investing their human capital, studies have shown they work harder at their jobs than people without attitudinal commitment
- **Programmatic Commitment**-Programmatic commitment leads people to stay with an organization because they cannot afford to leave. Programmatic commitment without attitudinal commitment means a worker is physically on the job but does not invest his human capital fully, somebody is home but there is no light on. Workers who feel only programmatic commitment stay with the organisation not because of emotional attachment
- **Loyalty based Commitment**-An employee with strong loyalty based commitment feels tied to the organisation by a sense of obligation. Consequently commitment anchored by loyalty will be associated with strong motivation, consistent attendance, and noteworthy dedication to organizational goals. In other words, feeling an obligation to an organisation produces the same kind of dedication and involvement engendered by attitudinal commitment although at a more modest level.

According to (2011) on the other hand indicates that commitment to the organisation can be increased by:

- Explaining the organisation's mission, values and strategies and encouraging employees to discuss and comment on them;
- Communicating with employees in a timely and candid way, with the emphasis on face-to-face communications through such means as briefing groups;
- Constantly seeking and taking into account the views of people at work;

- Providing opportunities for employees to contribute their ideas on improving work systems;
- Introducing organisation and job changes only after consultation and discussion

2.4.6 TALENT DEVELOPMENT

Rothwell et al. (2005) indicate that the continuous development of all employees is required to keep up with changes in organizational mission, strategic objectives, changing technology, and dynamically shifting work content. Continuous employee development also attracts, and helps to retain, younger workers for whom self-development is a top priority.

Armstrong (2001) highlights the importance of talent development as follows:

- Developing the skills and competences of employees and improve their performance.
- Helping people grow within the organization in order that, as far as possible, its future needs for human resources can be met from within.
- Reduces the learning time for employees starting in new jobs on appointment, transfer or promotion, and ensure that they become fully competent as quickly and economically as possible.

According to Gerber (2003) training has both direct and indirect advantages for institutions. Training reduces the learning time needed to achieve an acceptable level of performance. By means of qualified instructors in controlled learning situations, management can succeed in reducing the learning time and obtain higher productivity. It improves the job performance of the incumbent. In addition, it can help to solve operation problems. It will be of importance to train the managers who at the end can give guidance to their subordinates.

Noe (2008) argues that a movement has accompanied the emphasis on high-leverage training to link training to performance improvement. Companies have lost money on training because it is poorly designed, because it is not linked to a performance problem or business strategy, or because its outcomes are not properly evaluated. That is training is used to improve performance, which leads

to improved business results. Training is seen as one of several possible solutions to improve performance.

Considering views by Megginson, Banfield and Matthews (1999), the need to develop a performance enhancement strategy that works in the short and long term, also raises questions about the use of behavioral reinforcements, such as rewards, incentives and sanctions to support learning and the use of acquired skills and competencies. Sustainability, therefore, involves taking the appropriate managerial action where employees are successfully trained. The latter particularly point that training can make improved performance. To contribute to the sustainability of higher performance standards, training has to be seen do two things:

- Allow employees to learn the key job related knowledge, skills and competencies they need to do the job well, constantly updating and sharpening these skills; and
- Shape attitudes over the longer term to ensure the employees continue to understand the importance of maintaining and improving high standards of job performance.

Botswana also has training institutions, which offer various training services. There is a Botswana Institute of Administration and Commerce (BIAC) institution, which has recently been designed specifically to address training needs for public sector workers to do on the job training where training modules are specifically, designed to bridge performance gaps.



The Government of Botswana as the largest employer in the country through its Ministries make a national prioritized training plan every year for different cadres so as to bridge performance gaps and improve service delivery. The Department of Public Service Management which is responsible for public Service in Botswana, estimates that at least 14 000 public employees across ministries undergo a certain training every year. Training is done in the form of orientation, refresher course, workshops and seminars, conferences, retreats, team building, and further training which is either done locally or externally (DPSM: Annual reports 2008/9). The skills that are normally addressed are of team building, problem solving skills, negotiation skills, good communication skills in the workshops and seminars.

2.4.7 TALENT RETENTION

A great deal of research reveals that organisations are struggling to keep their skilled and competent talent (Mpofu, 2013; Pop, 2009; Theron, Barkhuizen & Du Plessis, 2014). Factors such as pay (Jackson, 2006), lack of respect (Karl, 2006), rewards (Wingfield & Berry, 2001), a lack of training and development (Malhotra, Hall, Shaw & Oppenheim, 2004) and poor working conditions (Grobler et al. 2006).

The Botswana Government introduced several initiatives such as Directive No 1 of 2008 and the Presidential Directive Cab 8A of 2008 as a temporary retention/ scarce skills allowance of not more than 40% of the base salary. Tutume Sub Council not being an exceptional among other Local Authorities has also implemented the directive. The Table below indicates the list of occupation and the scarce skills allowance.

Table 2-1: Scarce Skills and Allowances

OCCUPATION	ALLOWANCE AS A PERCENTAGE% OF BASIC SALARY
Medical Doctors	40%
Dentists	40%
Engineers	40%
Architects	40%
Quantity Surveyors	40%
Pharmacists	40%
Chemists	40%
Veterinarians	40%
Chartered Accounts	40%
Laboratory Scientists	40%
Speech Therapists	40%
Laboratory Technicians	40%
Aircraft Pilots	35%

Computer System Designers/Analysts/Programmers	35%
Lawyers, Judges & other Leg. Professionals (E band and above)	35%
Lawyers, Judges & Other Leg. Professionals (D Band)	30%
Economists	30%
Town & Traffic Planners	30%
Geologists & Geophysicists	30%
Cartographers & Surveyors	30%
Psychologists	30%
Pharmacy Technicians	30%
Dieticians	30%
Lawyers, Judges and Other Leg. Professionals (C Band)	25%
IT Technicians	25%
Management Analysts	25%
Radiographers/Radiography Technicians	20%
Architectural/ Radiography Technicians (Excluding IT)	15%
Occupational Therapists/ Physiotherapists	15%
Internal Auditors	30%
Accountant	30%

Table 2.2 below indicates employees currently earning scarce skills allowance in Tutume Sub Council. The summary includes the Department, no of employees entitled per department and the percentage, lastly the amount spend every month as per

Table 2-2: Tutume Sub-Council Scarce Skills Earnings per month

DEPARTMENT	NO OF EMPLOYEES PAID	% OF SCARCE SKILL	AMOUNT PAID FOR THE MONTH OF MAY 2013
Treasury	1	30%	P2,484.90
Internal Audit	3	30%	P9,759.90
Architecture and Buildings	10	15% - 4 employees (Technicians) 40% - 6 employees (Engineers)	P32, 589.00
Information Technology	2	15% - Technicians	P4,203.45
Economic Planning	2	30%	P6, 613.50
Legal Affairs	1	30%	P3, 080.40
Roads	4	15% - 1 employee (Technicians) 40% - 3 employees (Engineers)	P15, 642.45
Electrical	1	40% - Engineer	P4, 026.40
Transport Management	2	15% - Technicians	P3, 638.25
Physical Planning	2	30%	P4, 871.40
Totals	28		P86, 909.65

P = Botswana Pula

(Source: Treasury Division expenditure on scarce skills report for the month of June 2013)

From the tables above it quite clear that the government of Botswana is doing its best to try and retain its key employees.

2.5 AN EFFECTIVE PERFORMANCE MANAGEMENT IN THE WORKPLACE

For organisations to be able to manage performance effectively they need to revisit their current policies and procedures and so that they are aligned with performance management so that the performance of individual employees can be improved.

2.5.1 A PERFORMANCE MANAGEMENT SYSTEM

Performance Management System (PMS) entails all aspects of human resource management that are designed to improve the efficiency and effectiveness of both the individual and the organisation. This system typically involves, the setting of performance objectives, the measurement of performance against these objectives, the identification of developmental support and a review process to develop performance and subsequent objectives (Hosking, 2009).

It is a way of providing a measurement of the performance management techniques. This means that it depends on the performance measurements, but has a wider role in evaluating and developing individuals to encourage improved wider role in evaluating and developing individuals to encourage to improved performance results as well as assisting in the management of these results. Nel *et al.* (2002) argue that there are three major purposes of Performance Management:

- It is a process for strategy implementation;
- It is a vehicle for culture change; and
- It provides input to human resource systems (i.e. development and remuneration)

It is clear from what it stated above that the main purpose of performance management in organisations is to enhance the achievements both of the organisation and the individual. According to (Richard, 2006) performance management systems are concerned not only with what is achieved but also with how it is achieved. The main reason for having a performance management system in organisation is that people perform best when they what is expected of them and have also assisted in setting expectations (Richard, 2006).

2.5.1.1 COMPONENTS FOR EFFECTIVE PERFORMANCE MANAGEMENT

For managers to be able to plan work, continually monitoring performance, developing capacity to perform, periodically rate and rewarding good performance, a supervisor needs to have certain competencies (Robert *et al.* 1996) including:

- **Communication:** Establishing and maintaining effective communications with each employee not only requires good moral and written communications skills, but also includes the ability to establish good working relationships. To communicate effectively with employees, supervisors must establish an environment that promotes an open door atmosphere, the sharing of ideas, and employee involvement in decision making processes (Robert et al., 1996).
- **Setting Goals:** Setting long and short-term goals with employees gives focus to employee efforts. When goal setting is done correctly employees strive to accomplish those goals and feel confident in achieving them. When goal setting is done poorly, work does not progress as desired. Knowing how to set goals effectively is an important part of performance management. To do this well, supervisors need to be able to clarify expectations and to set realistic standards and targets (Robert et al., 1996).
- **Measuring Employee Performance:** Credible measures of performance that employees understand and accept are critical for achieving high level performance. Measuring employee accomplishment s using both qualitative and quantitative measures provides the information that supervisors and employees need in order to monitor performance (Robert et al., 1996).
- **Feedback:** Feedback should inform, enlighten and suggest improvements to employees regarding their performance. Supervisors should describe specific work related behaviour or results they have observed as close to the event as possible (Robert et al., 1996).
- **Coaching and Developing:** Using their coaching skills, supervisors should evaluate and address experiences to gain the developmental needs of their employees and help them select diverse experiences to gain necessary skills. Supervisors and employees create departmental plan that might include training, new assignments, job enrichment, self-study, or work related details (Robert *et al.*, 1996).
- **Recognition:** Effectively recognising employees is another performance management competency. Being able to genuinely acknowledge a job well done is critical for strengthening employees' commitment to do their best. Supervisors should be skilled at using formal awards programs as well as using informal recognition techniques, including personal thank you voicing verbal appreciation in staff meetings (Price, 2007).

2.6 THE LINK BETWEEN TALENT MANAGEMENT AND EMPLOYEE PERFORMANCE

Talent Management has a significant impact on employee performance. This is shown by the fact that talent management is a process that delivers capabilities that the organization needs, when and where it needs them. The process of achieving this clearly requires a review of the needs of the organization and its goals. This is not about identifying capabilities, potential and aspiration but also about broader issues of retaining, motivating and developing staff in order to deliver those capabilities. Satisfying these issues matches several of the indicators of employee engagement .i.e feeling proud of your job and accomplishment and feeling respected and treated fairly in areas such as pay, benefits, job security and opportunity for example which are factors in employee engagement, are also factors of motivation that drive retention and are part of the talent management process (Caplan, 2012).

On the other hand, Bhattacharyga(2012) indicated that organisations have created a standard process for managing the performance and development of all employees which is referred as performance management process. The process creates a direct link between the strategy of the whole organization and plans for each individual. Every individual is given targets based on their role and responsibility within the organization. It is through meeting personal targets that the individual is best able to help the organization to achieve its targets. He further indicates that employee performance drives talent management. Employees are clear about the impact of their performance and what the consequences are for their development. Everyone within the organization is pulling together to achieve the business strategy.

Jackson (2006) states that the primary performance management responsibilities of employees are seeking honest feedback and using it to improve their performance. Prior to discussions about their performance, employees often are asked to participate by first providing their own assessment of their performance. In addition, all employees, even those with no managerial responsibilities share responsibility for evaluating the performance of others and providing them with feedback.

Talent Management is as much a mindset as a process. It encourages conversations between line managers and staff, and it encourages sharing of information and ideas, as well as support and collaboration. In this way it is a main contributor to employee engagement, mapping directly to the factor about enjoying good, productive relationships with co-workers .Furthermore it creates innovation, resilience and flexibility at all levels of the organization. Talent Management is not just what you do but how you do it, how you have conversations, how you implement systems. These maps directly to factors that lead to high employee engagement, knowing your opinion count and are listened to, knowing how you contribute to organizational goals and success. This demonstrates how the factors you address in talent Management are also those that contribute to high levels of employee engagement (Caplan, 2012).

Caplan (2012) further indicates that for organizations that seek to align their workforce with business objectives, competency management is critical .By implementing tools and processes that enable organizations to identify and understand the core competencies of top performing workers, and by leveraging that data and knowledge across pre and post hire elements of human capital management, companies will make better hiring decisions, enable workers to pursue desired career path, and improve business operational performance.

2.7 CONCLUSION

The main focus of the chapter was on the literature review which a brief discussion of Local Authorities in Botswana, Different talent management practices, Performance Management and the Link between Talent Management and Performance.

The next chapter that follows is Chapter three which is mainly concerned with the research methodology. It contains the research measurement that was used in this research study and the method of analysis which was followed including the whole process of ensuring the validity and reliability of the research study.

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Chapter 3:RESEARCH DESIGN AND METHODS

3.1 INTRODUCTION

In this chapter the different aspects involved in the research design and the methods that were used to collect the data in the study are discussed. This section starts by discussing the research paradigm involved with this type of research. The section then discusses the strategy of inquiry used in the study. It then shifts to discuss the sampling method, the data collection and data analysis methods used to complete the study. Finally this section ends by discussing the ethics involved in the study as well as the limitation that appeared in the study.

3.2 RESEARCH PARADIGM

A paradigm is defined as a shared commitment by an identifiable group of scientists about what is to be observed or examined and therefore what counts as relevant data for answering those research questions which are deemed important, how those data should be interpreted, and what structure we should expect in satisfying answers to those questions(Perri 6 & Bellamy,2012).

In particular, the paradigm specifies what is required by its peculiar tradition to be included in any satisfying explanation of an event, temporary state of affairs, trend regularity or condition (Perri 6 & Bellamy, 2012). Paradigms are all encompassing systems of interrelated practice and thinking that define for researchers the nature of their enquiry along three dimensions: ontology, epistemology and methodology .Ontology specifies the nature of reality that is to be studies, and what can be known about it. Epistemology specifies the nature of the relationship between the researcher (Knower) and what can be known. Methodology specifies how the researcher may go about practically studying whatever he or she believes can be known (Durrheim, 2002).

Table 3-1: Positivist, interpretive and constructionist paradigms

Paradigms	Ontology	Epistemology	Methodology
Positivist	-stable external reality -law like	-objective -Detached observer	-Experimental -Quantitative -Hypothesis testing
Interpretive	-Internal reality of subjective experience	-Empathetic -Observer inter-subjectively	-Interactional -Interpretat -Qualitative
Constructionist	-Socially constructed reality -Discourse	-Suspicious -Political -Observer constructing versions	-Deconstruction -Textual analysis -Discourse analysis

Source: Adapted from (Durrheim, 2002).

The study was conducted from a positivistic paradigm. Positivistic paradigm is one kind of empiricism. Its basic idea is that all knowledge comes from experience, that is, from what we observe. It holds that all claims to theoretical knowledge should be capable of being reduced to statements about empirical observations and the patterns found in them (Perri 6 & Bellamy, 2012). It follows that the explanation consists in the ability to project these patterns from observed to unobserved cases, to predict successfully what will be found by further observations (Perri 6 & Bellamy, 2012). The assumptions on which this study was based fell in line with the paradigm the researcher intended to adopt as the study used survey design.

3.3 DESCRIPTION OF INQUIRY STRATEGY AND BROAD RESEARCH DESIGN

The research design guides the researcher in planning and implementing a study in a way that is most likely to achieve the intended goal. The aim of the research design can be explained as an effort to plan and structure the research according to the aim and to enhance the validity on internal and external levels (Mounton & Marais, 2001).

On the other hand Perri 6 and Bellamy (2012) defined the specification of the way in which data will be created, collected, constructed, analysed and interpreted to enable the researcher to draw warranted descriptive inference, standards of warrant are expected to vary slightly around a core set of virtues for each type of inference, so a design should also specify why the warrant is calculated to strike a reasonable trade-off between competing virtue.

3.3.1 DESCRIPTION OF THE STRATEGY OF INQUIRY

The researcher used non-experimental research that would provide a numerical (quantitative) description of attitudes, opinions or trends of a population by studying a sample of the population. The study's data was collected through questionnaires while conducting a cross-sectional study where by data is collected at a single point in time (Fink, 2009).

In order to answer the research questions. The researcher used a non-experimental design as the strategy of inquiry. The researcher was trying to determine the impact of talent management on council employee's performance. The non-experimental design was selected as this research cannot be accomplished by using an experimental design.

3.3.1.1 THE BASIC CHARACTERISTICS OF QUANTITATIVE RESEARCH

The quantitative research techniques tend to use past trends and time series analysis, and linear programming. They could also include survey data and some predictive analytics. The quantitative approach has limitations in the sense that the organisations generally forecasts based on what has already taken place. This negates factors that have not yet emerged and does not allow the organisation to explore alternative scenarios (Boninelli & Meyer, 2011).

The use of quantitative data in social science has its attractions. For one thing, it carries with it an aura of scientific respectability. Because it uses numbers and can present findings in the form of graphs and tablets, it conveys a sense of solid, objective research(Denscombe,2005).Quantitative

researchers have preferred to describe how, in everyday life, about defining, counting and analysing(Silverman,2000).

3.4 A CLASSIFICATION OF THE PROPOSED STUDY'S OVERALL RESEARCH DESIGN

The following are appropriate descriptors that best describe the broader research design of the proposed study:

- **Empirical research**-referencing to the collection of data (by various means),rather than drawing conclusions only from the manipulation of theoretical propositions (David & Sutton, 2004). Empirical studies provide information as concrete as they are found (Brewer & Hunter, 2006).
- **Applied Research** -has a more practical aim. It addresses specific questions about how to accomplish a task better or more efficiently (Fitzgerald et al., 2002).
- **Quantitative Research** -Researchers collect data in the form of numbers and use statistical types of data analysis (Durrheim, Blanche & Painter,2006).
- **Explanatory Research** -Describing phenomena is an essential part of all scientific activity (Fitzgerald et al., 2002).This study supports the purpose of determining the impact of talent management on employee's performance. One can therefore deduct that the purpose, nature, and result of the study classify this study as explanatory research.
- **Cross-sectional**-In cross sectional design, a larger group is divided into subgroups and each of the subgroups is observed at a given point in time. The subgroups are chosen so that differences in their memberships may reflect changes overtime (Fitzgerald et al., 2002).
- **Correlation Design**-is primarily concern with measuring the strength of the relationship between two variables (Fitzgerald et al., 2002).The main objective of this study was to determine the impact of talent management on employees performance.

- **Primary data**-data obtained from first hand information (Fitzgerald et al., 2002). Distribution of questionnaires justify that data obtained by the researcher would be of first hand
- **Descriptive Research**-the studies focus is on the precision needed for estimates (Rog & Bickman, 2009). The main aim of this study was to provide an in-depth description of the impact of talent management and employees performance in a local authority.
- **Survey Research** -can be conducted either by interview, with an interviewer asking the questions and recording the subjects responses, or by questionnaire, with the respondents reading the questions and recording their own response (Fitzgerald et al., 2002).

3.5 SAMPLING

Sampling is a scientific foundation or a technical accounting device to rationalize the collection of information to choose in an appropriate way the restricted set of objects, persons and events so forth from which the actual information will be drawn (Churchill,1999). Samples involve decisions about which people, settings, events, behaviours and /or social processes to observe. The aim is to select a sample that will be representative of the population about which the researcher aims to draw conclusions (Durrheim, 2002).



A sample is always a selected subset of the population. The sampling method a researcher choose is very important because is how the researcher choose the trends of a larger population while researching only a portion of it (Skott & Ward, 2013).For the purpose of this study the goal of sampling is to capture the most accurate representation of a larger group without surveying every member of it. Without proper sampling methods, data could be obtained only in the way the census does, by talking to every member of the population and nobody likes census workers (Skott & Ward, 2013).

To answer the research question and hypotheses stated, the researcher selected a non-experimental strategy of inquiry. This required the researcher to select a non-experimental data collection method.

The purpose of selecting the non-experimental method was that the researcher was trying to determine the impact of talent management and employee performance. This kind of study could not be done by using an experimental research design.

3.5.1 UNITS OF ANALYSIS

The unit of analysis is the entity that the study aims to analyse (Trochim, 2006). Identifying the unit of analysis is important for good research for a number of reasons, firstly these units are the core around which observations are organised and which conclusions are drawn (Fitzgerald & Cox, 2002).

In this study, the proposed units of analysis were individuals that form part of the Tutume Sub Council workforce. These individuals were distributed over eight Departments under these Departments there are some Divisions namely Department of Human Resources and Administration(Recording Division, Administration ,Records and Human Resources), Department of Architect and Buildings (Architect, Quantity survey, Parks and Recreational), Audit Department, Legal Services Department ,Social & Community Department, Finance & Development Planning Department(Procurement Division, Economic Planning Division and Finance Unit), Environmental Health ,Education, Lastly the Department of Civil and Mechanical Engineering which has three divisions namely Roads, Transport and Electrical Division.

The basic mind-set and perceptions of these units of analysis or individuals were investigated in order to determine the impact of Talent Management on employee's performance.

3.5.2 TARGET POPULATION

According to William (2004) population refers to a targeted group of people that the researcher want to research investigate. The population of the study will consist of all full time employees, being professionals and technicians from different cadres of Tutume Sub Council. However, there were certain conditions that needed to be met. The first condition was that the participants in this study

needed to be employed by the Tutume Sub Council. The focus on employees of Tutume Sub Council as a target population is justified through the aim of the study to investigate the impact of Talent Management on council employee's performance.

3.5.3 SAMPLING METHOD

Sampling is a scientific foundation or a technical accounting device to rationalize the collection of information to choose in an appropriate way the restricted set of objects, persons and events so forth from which the actual information will be drawn (Churchill,1999). Samples involve decisions about which people, settings, events, behaviours and /or social processes to observe. The aim is to select a sample that will be representative of the population about which the researcher aims to draw conclusions (Durrheim, 2002).

A sample is always a selected subset of the population. The sampling method a researcher choose is very important because is how the researcher choose the trends of a larger population while researching only a portion of it (Skott & Ward, 2013).For the purpose of this study the goal of sampling is to capture the most accurate representation of a larger group without surveying every member of it. Without proper sampling methods, data could be obtained only in the way the census does, by talking to every member of the population and nobody likes census workers (Skott & Ward, 2013).

To achieve this, the researcher made arrangements with the Tutume Sub Council Management so as to use their employees in the study. At the start the selection process, only employees who met the population requirements were selected for the study. Once the correct target population had been selected, the researcher used a purposive convenience sampling method to select the sample for this study. Purposive convenience sampling which means that sampling depends not only on availability and willingness to participate, but that cases that are typical of the population are selected (Durrheim et al., 2006).

3.6 DATA COLLECTION

The following section discusses the specific attributes and characteristics of the units of analysis, as well as the factors that hampered the access to the required data. The section then will shift focus and discuss the specific approach, method and instruments used in the collection of the data. Next there a discussion on the specific forms of data collection for the study is given. To end this section there will be a discussion of who was involved in the data collection and the length of data collection period.

3.6.1 SPECIFIC ATTRIBUTES AND CHARACTERISTICS OF THE UNITS OF ANALYSIS

Firstly the researcher had to start by writing a letter to the organisation asking permission to do the study in the organisation. Once the letter had been accepted, the researcher still had a big task of gaining participation from the employees within the organisation which was the main challenge because not every employee was willingly to participate on answering the questionnaire.

Professionals and technicians were identified as the units of analysis for this study. The specific characteristics and attributes of the units of analysis were collected through primary data collection method. Having a sample population is so important, so that generalisations made on the population could be more accurate. To understand the impact of talent management on employee's performance the population was first divided by the functions they worked in. The participants were first asked to state the departments the employees worked for (Human Resources, Bye Law, Finance, Environment Health, Technology, etc.) and then their department within the specific function (e.g industrial relations, Payroll , Procurement, etc.).

The second attributes and characteristics that were collected from the sample was gender. This attribute was used to determine if there is more impact of talent management on male's performance or female. The reason for this is that the researcher will have a better understanding of the division of the respondents and better generalisations can be made about the population.

Some of the other attributes and characteristics that were measured in the study were marital status, home language, age, current level of qualification, ethnicity, work experience, working in current job, promotions, employment basis, hours worked per week, travel time to and from work, entitlement of leave. These were also used to see if there were any significant trends that played a role in the impact of talent management on employee performance. Participants were also asked which job level were they in, by stating one of these the researcher was able to determine which level of management's job performance, talent management had an impact on.

3.6.2 SPECIFIC APPROACH, METHOD AND INSTRUMENTS TO BE USED IN THE COLLECTION OF THE DATA

The following section discusses the specific approach used to collect the required data for the study. The next part of the section will discuss the specific measurement instruments used in the collection of the required data.

3.6.2.1 SPECIFIC RESEARCH METHOD

The method of data collection that was used in this study was survey through distribution of questionnaires with the respondents reading the questions and recording their own response (Fitzgerald et al., 2002). The questionnaires used in this study were all self-administered questionnaires which were distributed to employees personally by the researcher.

3.6.2.2 MEASURING INSTRUMENTS

Human Capital Index

An adapted version of the Human Capital Index was used to assess the respondents' perceptions of Talent Management practices in local government institutions. The HCI consist of 28 items and measure six Talent Management Practices: Management Commitment, Workforce Planning, Staffing, Talent Acquisition, Talent Development and Talent Retention. This measure uses a dual scale. Respondents are first requested to evaluate the current application of talent management practices in the organisation on a five-point Likert scale ranging from Poor (1) to Excellent (5). Second the respondents are required to indicate the importance of the Talent Management practices

on a five-point scale ranging from Not (1) to Critical (5). Acceptable reliabilities were found for the measure in various South African studies (see Du Plessis, Stanz & Barkhuizen, 2010; Mpofu & Barkhuizen, 2013).

Performance Measure

The final questionnaire used in the study was the *Performance Scale* (Magolego, Barkhuizen & Lesenyeho, 2013). This scale consists of nine items which are used to determine the level of performance of employees. The Respondents in the study were asked to rate the items on a seven point Likert scale from Strongly Disagree (1) to Strongly Agree (6). This questionnaire has been validated for the South African context (Magolego et al., 2013).

3.6.2.3 SPECIFIC FORM OF DATA TO BE COLLECTED

Primary data was collected as the specific form of data for this study. Primary data gives the direct outcome of specific events or experiences (Wysocki, 2004). There has not been much research done on Local Authorities concerning the impact of Talent Management on employees performance hence the researcher used primary data to achieve the most accurate.

3.6.2.4 WHO IS INVOLVED WITH THE COLLECTION OF THE DATA

The researcher distributed hard-copy questionnaires to the participants (technical and professional employees of the organisation).

3.6.3 LENGTH OF THE DATA COLLECTION PERIOD

As the sample pool was all technicians and professionals and they are continuously very busy, it was decided to have quite a long data collection period. The data collection period lasted from the 13th August 2013 till the 26th September 2013. During this period notifications were sent out to employees time and again through their supervisors to remind them to fill in the questionnaires and submit them to the researcher or their supervisors.

3.6.3.1 RESEARCH PROCEDURE

Permission was requested from Ministry of Local Government, this is the Ministry from which all Local Authorities (Councils) falls under through letters of request from the researcher and the University. The written approval by the Permanent Secretary was granted. The normal procedures to meet the Council management mainly Senior Assistant Council Secretary was followed after the researcher received an approval of to conduct the research from Ministry of Local Government. This was important as the researcher had to explain how the research would be conducted and how it would benefit the organisation.

The field study survey entailed the following:

- The study used quantitative research techniques to obtain data.
- A self-completion questionnaire (included as Appendix A) was distributed to all 8 departments within council. Respondents were asked to either hand completed questionnaires to their supervisors (Heads of Departments) within 2 days in their departments or to the researcher at Office J1.
- The hard copies of the questionnaires were collected in person by the researcher from the relevant participants. Only fully completed questionnaires were collected.
- The survey was conducted in complete anonymity, since the researcher did not at any time request or keeps track of the respondents' identities reference, but the questionnaires were otherwise treated as anonymous to ensure confidentiality.
- Confidentiality was ensured by instructing contact persons to ask respondents to ensure that all sections and pages of the questionnaire are completed in full. The contact persons were, however, not allowed to browse through the questionnaire itself.
- Questions regarding the completion of the questionnaire had to be posed to the researcher personally. No questions were received regarding the contents of the questionnaire. There were, however, questions regarding the assurance of anonymity.

3.6.4 DATA ANALYSES

3.6.4.1 RECORDING, STORING AND CODING OF THE DATA GATHERED

Responses gathered from the questionnaires were recorded electronically in the Lime Survey database. These results were then exported into the statistical program called SPSS. The data received from the study were stored on two separate computers as well as an external hard-drive to ensure that the data would not get lost. Due to the fact that the data gathering process was completely anonymous, there was little need to secure the data. Coding, in essence, entails the attribution of a number to a piece of data, or group of data, with the express aim of allowing such data to be analysed in quantitative terms (Denscombe, 2005).

3.6.4.2 PREPARATION OF DATA FOR ANALYSES

Preparation of data before the analysis is important in-order to ensure that the analysis techniques used would give relevant results. It was important for the researcher to use SPSS as it shows the researcher errors such as missing data, incorrect data entered, irregular distributions and outliers (scores with extreme values) which may have result in distorted statistics and incorrect conclusions (Luthans and Avolio, 2009).

3.6.4.3 ANALYSIS TECHNIQUES

For the purpose of the study a Statistical Package for Social Sciences was used (SPSS). It is defined as data software for Mac that is used for data storage as well as for data analysis. The main idea of using SPSS over other programs is that it makes reproducing the work simpler (Plowright, 2011). The reliability and validity of the measuring instruments were determined by means of Cronbach alpha coefficients, as well as exploratory factor analysis. Linear regression analyses were used to test for the significance of relationships between the variables of talent management and employee performance (Field, 2009).

3.7 ASSESSING AND DEMONSTRATING THE QUALITY AND RIGOUR OF THE PROPOSED RESEARCH DESIGN

This section gives a description of the research philosophy and design, as well as the sampling, data collection and data analysis methods used in the study. Furthermore the quality and rigour of the study is discussed as well as the applicable ethics in the study.

3.7.1 RELIABILITY

Reliability refers to consistency of approach. Suppose that some respondents the questions were asked privately and others it was asked in the hearing of their friends. That is likely to inject a considerable amount of unreliability into the research (Gomm, 2004). Reliability is important due to the fact that decisions cannot be based on results that cannot be repeated.

3.7.2 VALIDITY

Gomm (2004) describes validity as the relationship of accuracy between the responses and the reality the responses were intended to capture. Validity encompasses two very important areas; firstly validity questions the controls enforced to ensure conclusions drawn are truly reflected by the data and secondly it questions if we can make a generalisable conclusion about the population from the initial sample group drawn (Leedy & Ormrod, 2010).

3.7.3 RIGOUR

The rigour was tested for this study by using the correct sampling strategy when selecting the sample. The researcher used a purposive convenient sampling method. The advantage of purposive sampling is that it allows the researcher to home in on people or events which there are good grounds for believing will be critical for the research (Denscombe, 2005). Another way of demonstrating rigour in this study was to use the correct application of statistical analysis. Any type of statistical analysis could have been used to get the desired results from the data.

3.7.4 RESEARCHER BIAS

According Bickman and Rog (2009), bias refers to ways in which data collection or analyses are distorted by the researcher theory, values, or preconceptions. The biasness by the researcher was important to be eliminated within the study as quality of the research study and results may be compromised.

3.8 LIMITATIONS

The present study had certain limitations. As the study involved administering of questionnaires to the employees as a way of collecting data from an organization, the employees as respondents may take a long time to respond to the questionnaire and therefore might feel that the study is consuming their official time. This might probably lead to incomplete answering or responding late to the questionnaires and cause a bit of delay for the researcher to analyze data .Another factor that may limit the study is the confidentiality declaration signed recently by public service workers in Botswana as a they may feel they are reviling classified information.

3.9 RESEARCH ETHICS

Plowright (2011) describes research ethics as being concerned with respecting research participants throughout each project, partly by using agreed standards. In other words researchers should be governed by certain principles so as not to violate other people's rights.

The research was subjected to the following research principles:

- **Ethical Clearance.** The study was subjected to the approval by the University of North-West Research Ethics Committee.
- **Plagiarism.**-Claiming others work as one's own (Fitzgerald et al.,2002).
- **Voluntary Participation.** A consent letter was sent to each respondent with every questionnaire to ensure voluntary participation. In this letter the participants' rights and responsibilities were explained, which included the right to withdraw from the research study at any time as well as the consequences and risks involved with withdrawal.

- **Prohibition of financial or non-financial incentives.** The researcher refrained from offering any form of incentive to encourage participation or manipulation of any kind that aims to encourage participation (North-West University).
- **Confidentiality.** The data collected during this research study was used only for the stated purpose of the research and no personal information was discussed or shared with any third party.
- **Falsification-** is manipulating research materials, equipment, or processes, or changing or omitting data or results such that the research is not accurately represented in the research record (Flynn & Goldsmith,2013).
- **Anonymity-**defined as the state of remaining unknown or not made public (Das, Ester & Kaczmarek, 2011).The participants were given choice to remain anonymous if they want when filling in questionnaires.
- **Data management-**This refers to the ethical consideration of: the truthful collection of reliable data, the ownership of data, and the retention and sharing of access to collected data (Fink,2009).
- **Honesty, objectivity, and integrity** -The researcher acted honestly through the honest reporting of data, results, methods, and procedures. The researcher avoided bias in data analysis, data interpretation, and other aspects of research where objectivity was required. The researcher acted with integrity through the fulfilment of agreements and by acting with sincerity.
- **Permission for data collection** -The researcher contacted Ministry of Local Government and permission was permission to conduct a research at Tutume Sub Council was acceded to.
- A conscious effort was made to carry out and also continuously ensure accurate and reliable interpretations.

3.9.1 PROTECTION FROM HARM AND RISK

The researcher ensured that the participants were not exposed to any undue physical harm or victimisation.

3.9.2 INFORMED CONSENT (VOLUNTARY PARTICIPATION)

The informed consent form as attached was attached to the questionnaire which main purpose was to assure the participants that their answers were treated as strictly as confidential, they could not be identified based on the answers they give and also the study and also the study involves an anonymous survey. It was also stated in the consent form that participants may also stop participating at any time without any negative consequences. 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

3.9.3 RIGHT TO PRIVACY

The right to privacy for participants were taken to consideration. All findings and reports were completed in an honest and truthful manner with no intention to manipulate or misrepresent data. Any intentional misleading information and fabrication of data is unethical.

3.10 CONCLUSION

This chapter detailed the research approached used for the study i.e., the research paradigm and design. A discussion of the sampling strategy used was followed by a discussion of the relevant instruments and the research procedure followed to conduct this study. This was followed by a discussion of the statistical analysis applied to the data. This chapter concluded with the ethical considerations addressed in the study. Issues which might be impacting on the reliability and validity of the research were considered before ethical concerns related to the study were finally contemplated.

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Chapter 4:RESULTS

4.1 INTRODUCTION

Chapter three presented information on the research design and methodology which included the paradigm, methods, participants, measuring instruments, research procedure and statistical methods that were applied during this study. This Chapter reports on the results obtained from the data analyses.

This chapter is structured in three distinct phases as follows:

Phase 1: The presentation of the sample demographics and descriptive

Phase 2: Analysis of the data measurements, Talent Management and Performance Measure

Phase 3: Testing of the Hypotheses

In what follows next the demographic characteristics of the sample in this research study are presented as phase one of data analyses.

4.2 PHASE 1: SAMPLE DEMOGRAPHICS

Three hundred and twenty questionnaires (320) were distributed to Tutume Sub Council employees. Two hundred and eighty six (286) responses were originally received, a 89.3% response rate,two hundred and sixty one questionnaires were useable(261),giving a final response of 81.5% and 59 questionnaires were spoilt due to an improper filling of questionnaires. The biographical composition of the sample group is as indicated below.

4.2.1 FREQUENCY DISTRIBUTION OF GENDER

According to Table 4.1, the majority of the respondents in this study were males (50.2%) while females represented by 49.8% of the respondents.

Table 4-1: Frequency Distribution for Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	131	50.2	50.2	50.2
Female	130	49.8	49.8	100.0
Total	261	100.0	100.0	

The frequency distribution of Gender (as a percentage) is illustrated in the pie chart below in Figure 4-1.

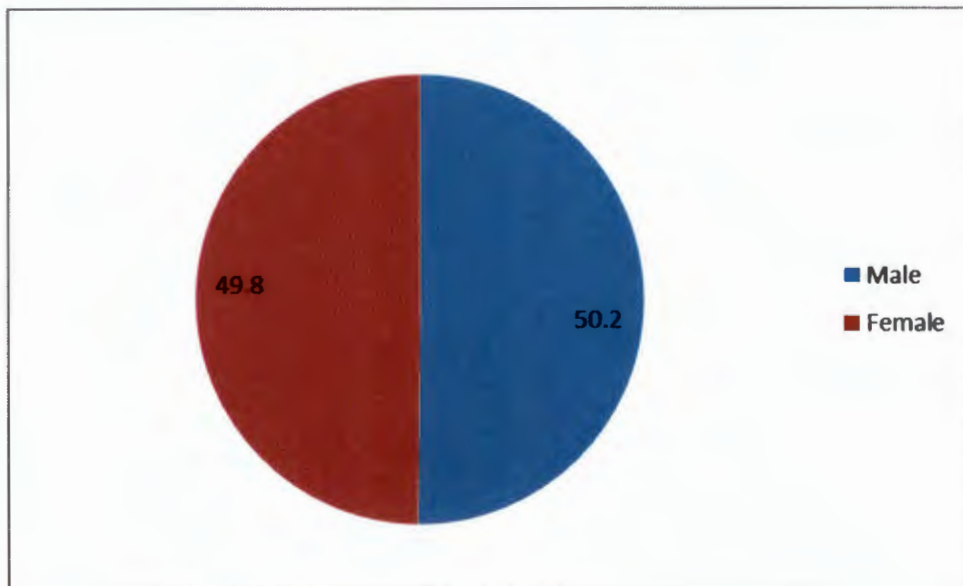


Figure 4-1: Frequency distribution of gender

4.2.2 FREQUENCY DISTRIBUTION FOR HOME LANGUAGE

As indicated in Table 4-2 below, the home languages of respondents were grouped into the following groups: Setswana, English and Other (indigenous). 253 respondents' (96.9%) indicated that their home language was Setswana. A further (1.5%) indicated that their home language was one of the Indigenous languages recognised as official languages in Botswana, and (1.5%) indicated that their home language was English.

Table 4-2: Frequency Distribution for Home Language

	Frequency	Percent	Valid Percent	Cumulative Percent
Setswana	253	96.9	96.9	96.9
English	4	1.5	1.5	98.5
Other	4	1.5	1.5	100.0
Total	261	100.0	100.0	

The frequency distribution for Home Language (as a percentage) is illustrated in the pie chart below in Figure 4-2.

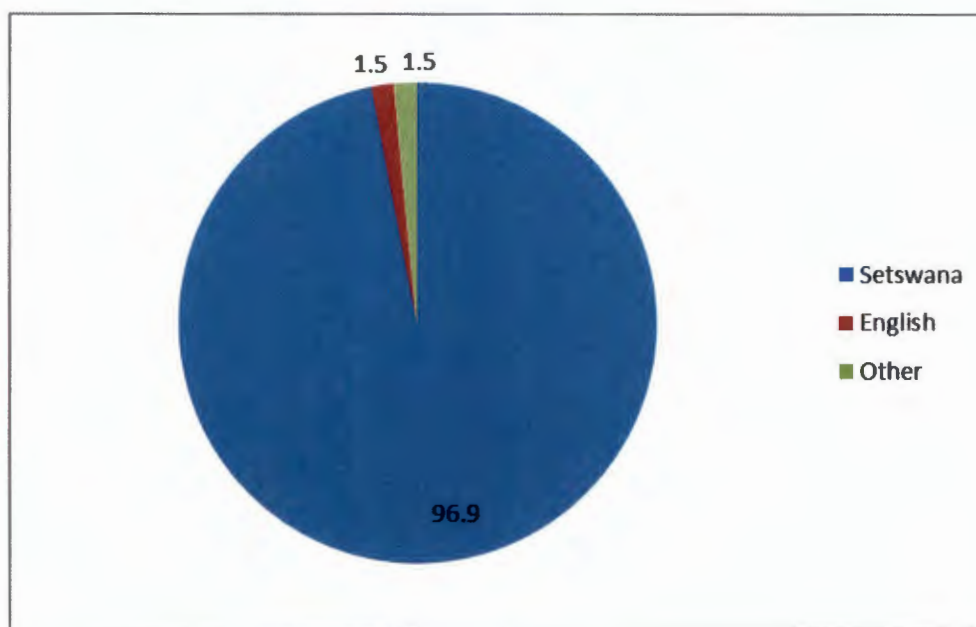


Figure 4-2: Frequency distribution for Home Language

4.2.3 FREQUENCY DISTRIBUTION FOR ETHNICITY

Table 4-3, shows the various ethnicities that were represented by respondents in the present study. The largest proportions of respondents were of African origin (98.9%) whereas the minority of the respondents were of coloured (0.8%).

Table 4-3: Frequency Distribution for Ethnicity

	Frequency	Percent	Valid Percent	Cumulative Percent
African	258	98.9	99.2	99.2
Colored	2	.8	.8	100.0
Total	260	99.6	100.0	
System	1	.4		
	261	100.0		

The frequency distribution for Ethnicity (as a percentage) is illustrated in the pie chart below in Figure 4-3.

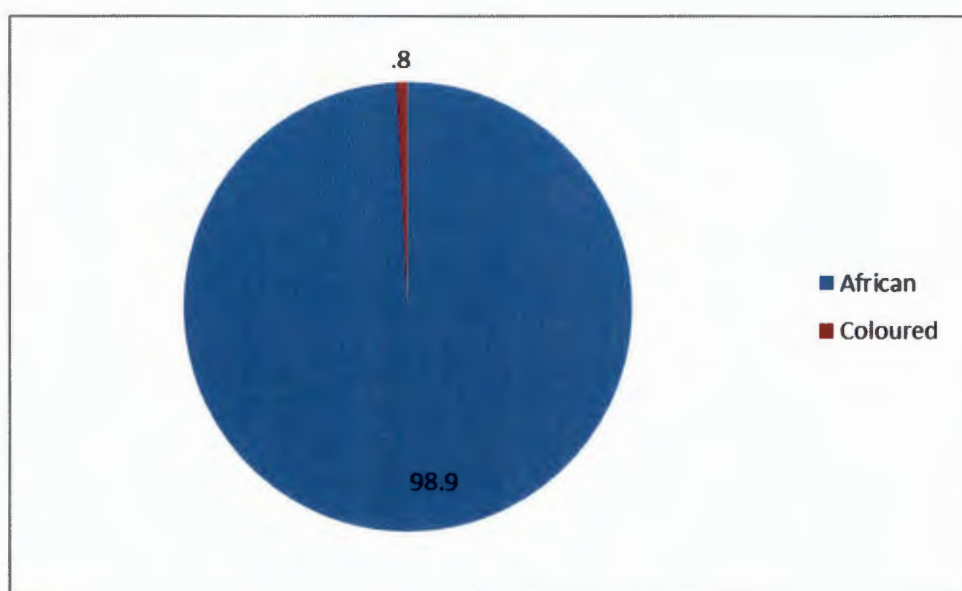


Figure 4-3: Frequency distribution for Ethnicity

4.2.4 FREQUENCY DISTRIBUTION FOR AGE

Table 4-4 indicates that 49.0% of the respondents in this study were aged between 30-39 years old. This was followed by 23.8% of the respondents being between the ages of 20 years and 29 years old. The results further showed that 21.1% of the respondents were between the ages of 40 and 49 years,

with the minority of the respondents between the ages of 50-59 years (5.7%) and 60 years and above (0.4%).

Table 4-4: Frequency distribution for Age

	Frequency	Percent	Valid Percent	Cumulative Percent
20 - 29 years	62	23.8	23.8	23.8
30 - 39 years	128	49.0	49.0	72.8
40 - 49 years	55	21.1	21.1	93.9
50 - 59 years	15	5.7	5.7	99.6
60 years and older	1	.4	.4	100.0
Total	261	100.0	100.0	

The frequency distribution of Age (as a percentage) is illustrated in the pie chart below in Figure 4-4.

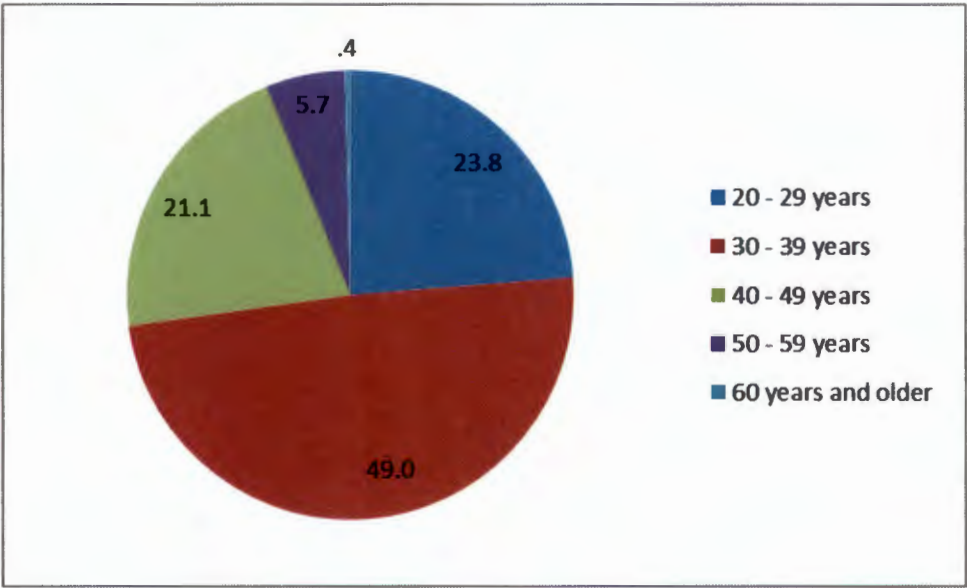


Figure 4-4: Frequency distribution for Age

4.2.5 FREQUENCY DISTRIBUTION FOR EDUCATIONAL QUALIFICATIONS

Table 4-5 indicates that (33.0%) of employees in the organisation have obtained a Bachelor Degree as their highest level of qualification. This is followed by (24.9%) of the employees having obtained Certificate in different fields of study followed by employees in possession of Diploma also in different fields with (23.4%). The minority of the respondents were in possession of Advance Diploma (14.6%); Cambridge certificate (3.1%) and Postgraduate (1.1%) as their highest level of educational qualification.

Table 4-5: Frequency Distribution for Highest Educational Qualifications

	Frequency	Percent	Valid Percent	Cumulative Percent
Cambridge	8	3.1	3.1	3.1
Certificate	65	24.9	24.9	28.0
Diploma	61	23.4	23.4	51.3
Advanced Diploma	38	14.6	14.6	65.9
Bachelors Degree	86	33.0	33.0	98.9
Postgraduate	3	1.1	1.1	100.0
Total	261	100.0	100.0	

The frequency distribution for Education Qualification (as a percentage) is illustrated in the pie chart below in Figure 4-5.

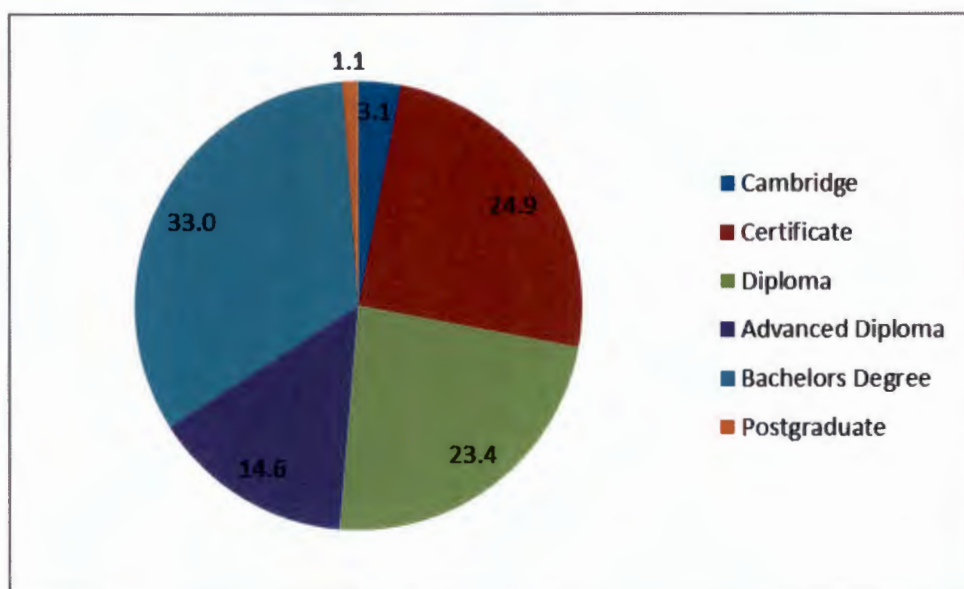


Figure 4-5: Frequency distribution for educational qualifications

4.2.6 FREQUENCY DISTRIBUTION FOR JOB LEVEL

Table 4-6 shows the job levels of all respondents to this study. The majority of the respondents indicated that they were employed in operational job levels (37.5%). Furthermore, (21.5%) of the respondents were employees on supervisory level and (20.7%) were employed in junior management positions and those employed on Middle management level covered (16.5%). Only 2.3% of the respondents held senior management positions.

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Table 4-6: Frequency Distribution for Job Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Senior Management	6	2.3	2.3	2.3
Middle Management	43	16.5	16.7	19.1
Junior Management	54	20.7	21.0	40.1
Supervisor	56	21.5	21.8	61.9
Operational	98	37.5	38.1	100.0
Total	257	98.5	100.0	
System	4	1.5		
	261	100.0		

The frequency distribution for Job Level (as a percentage) is illustrated in the pie chart below in Figure 4-6.

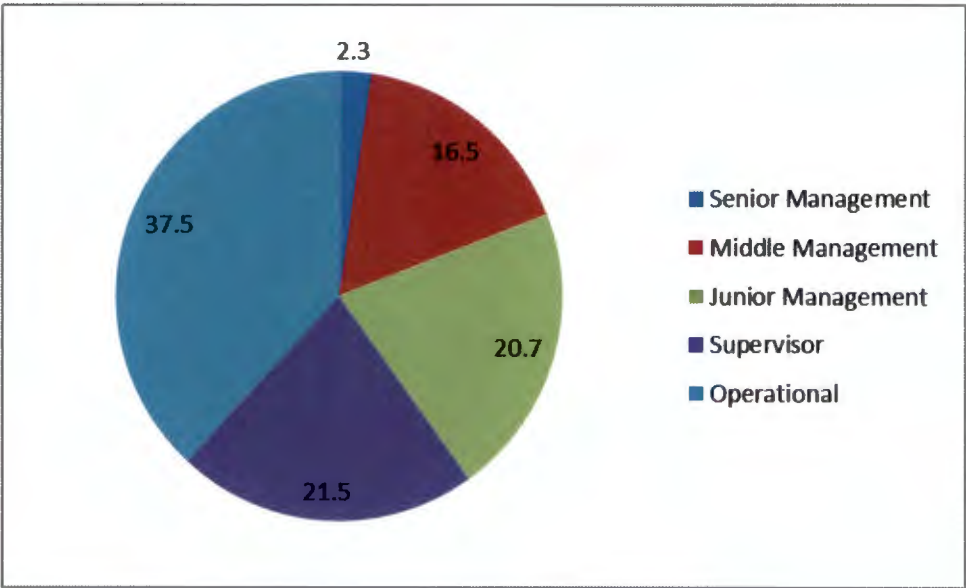


Figure 4-6: Frequency distribution for job level

4.2.7 FREQUENCY DISTRIBUTION FOR NUMBER OF YEARS OF WORK EXPERIENCE

The biographical information also took into consideration the number of years of work experience the respondents had. The majority of the respondents (59.0%) had 0 to 10 years work experience. This was followed by 37.2% respondents who had 11 to 20 years work experience. In addition 3.8% of the respondents had 20 years and more work experience.

Table 4-7: Frequency Distribution of the Number of Years of Work Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
0 - 10 years	154	59.0	59.0	59.0
11 - 20 years	97	37.2	37.2	96.2
20 and more	10	3.8	3.8	100.0
Total	261	100.0	100.0	

The frequency distribution for the number of years of work experience (as a percentage) is illustrated in the pie chart below in Figure 4-7.

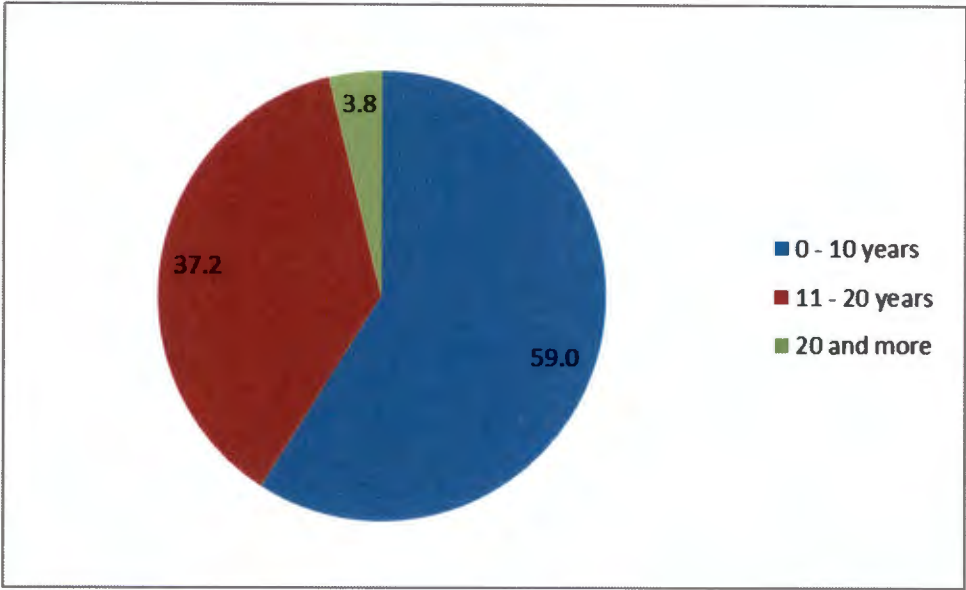


Figure 4-7: Frequency distribution for years of work experience

4.2.8 FREQUENCY FOR NUMBER OF YEARS OF SERVICE

Biographical data on number of years of service on current job shows that over 54.0% of the respondents had been working for a period of 0 to 5 years. Furthermore, table 4-8 illustrates that 37.5% of the respondents had 6 to 10 years of services in the current job. A closer inspection showed that 8.4% had over 11 years and more in their current job.

Table 4-8: Frequency Distribution for the Number of Years of Service

	Frequency	Percent	Valid Percent	Cumulative Percent
0 - 5 years	141	54.0	54.0	54.0
6 - 10 years	98	37.5	37.5	91.6
11 years and more	22	8.4	8.4	100.0
Total	261	100.0	100.0	

The frequency distribution of the number of years of years in current job(as a percentage) is illustrated in the pie chart below in Figure 4-8.

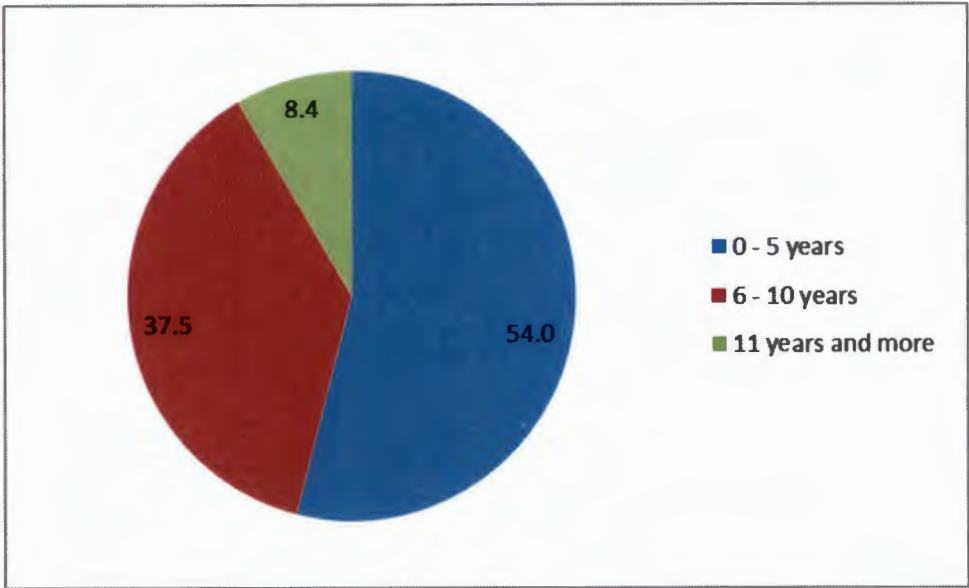


Figure 4-8: Frequency distribution for years of work experience

4.2.9 FREQUENCY FOR CHANCES OF PROMOTION

Table 4-9 below, showed that 38.7% of the respondents had 0 chance of promotion over the last five years. Furthermore Table 4-9, showed that 27.6% of the respondents had two chances of promotion for the past five years. 27.2% of the respondents had got one chance of promotion while 6.5% of the respondents had 3 chances of getting promoted within the organisation over the past five years.

Table 4-9: Frequency Distribution for chances of promotion

	Frequency	Percent	Valid Percent	Cumulative Percent
0	101	38.7	38.7	38.7
1	71	27.2	27.2	65.9
2	72	27.6	27.6	93.5
3	17	6.5	6.5	100.0
Total	261	100.0	100.0	

The frequency distribution of chances of promotion (as a percentage) is illustrated in the pie chart below in Figure 4-9.

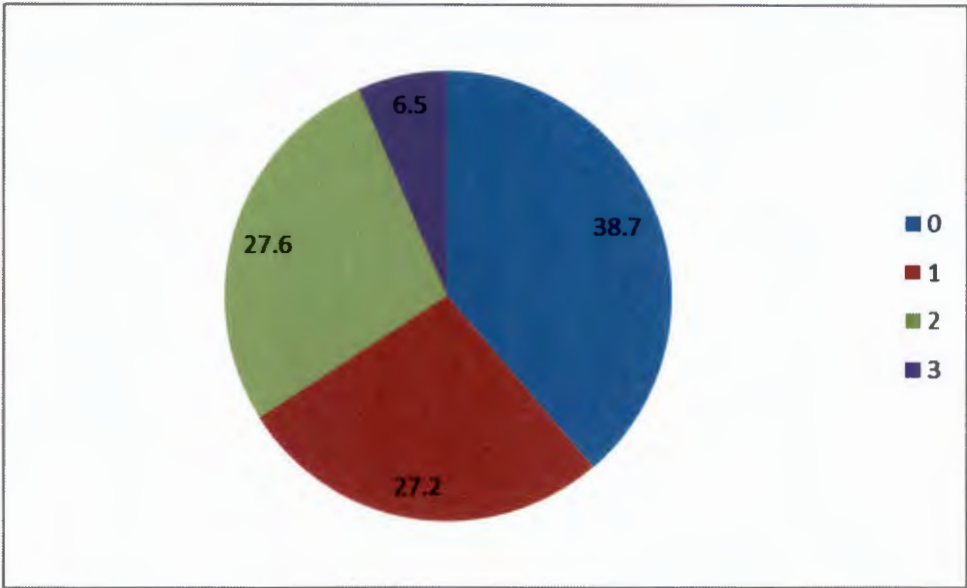


Figure 4-9: Frequency distribution for opportunities for promotions

4.2.10 FREQUENCY DISTRIBUTION FOR BASIS OF EMPLOYMENT

Biographical information in terms of basis of employment of the respondents showed that 99.6% were employed as permanent employees. Furthermore Table 4-10 indicated that 0.4% (1) of the respondents was employed on temporary basis.

Table 4-10: Frequency Distribution for basis of employment

	Frequency	Percent	Valid Percent	Cumulative Percent
Permanent	260	99.6	100.0	100.0
System	1	.4		
	261	100.0		

The frequency distribution of basis of employment (as a percentage) is illustrated in the pie chart below in Figure 4-10.

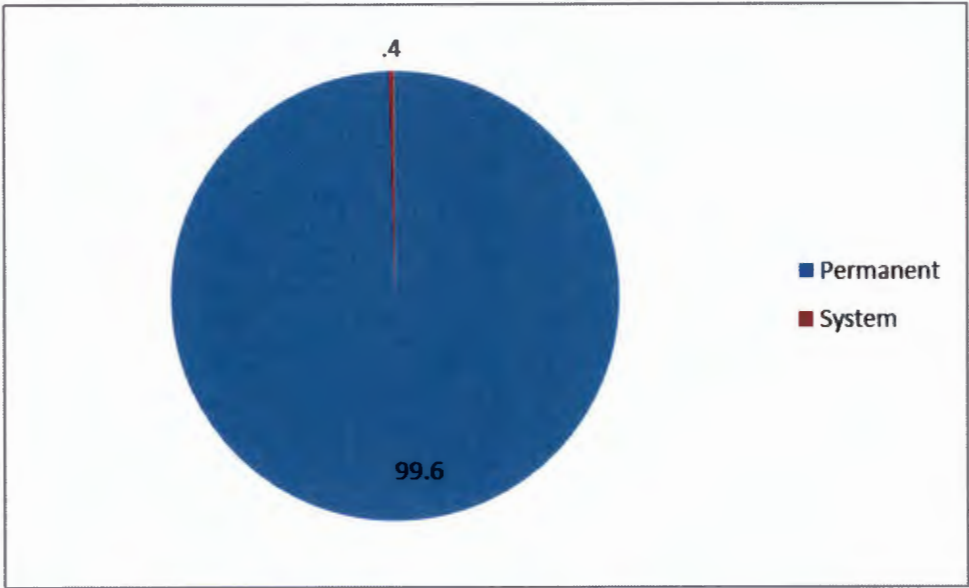


Figure 4-10: Frequency distribution for basis of employment

4.2.11 FREQUENCY DISTRIBUTION FOR HOURS WORKED PER WEEK

The biographical information also considered the number of hours the respondents worked per week. Table 4-11 below indicated that (59.4%) of the respondents worked between 0-40 hours per week. Furthermore, 40.6% of the respondents worked between 40 hours and more per week.



Table 4-11: Frequency Distribution of the Hours Worked Per Week

	Frequency	Percent	Valid Percent	Cumulative Percent
0 to 40 hours	155	59.4	59.4	59.4
40 hours and more	106	40.6	40.6	100.0
Total	261	100.0	100.0	

The frequency distribution of Hours Work in a week (as a percentage) is illustrated in the pie chart below in Figure 4-11.

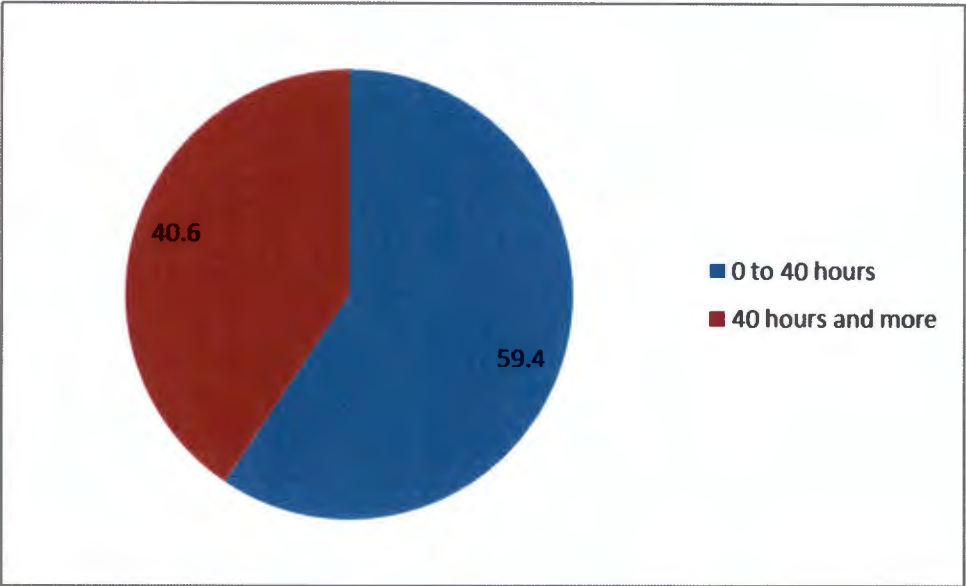


Figure 4-11: Frequency distribution for work hours per week

4.2.12 FREQUENCY DISTRIBUTION FOR DAILY HOURS SPENT TRAVELLING TO AND FROM WORK

Additional to the number of hours worked per week, the biographical information also focused on the time it takes the respondents to travel to and from work. 83.1% of the participants stated that it takes them less than an hour to travel to and from work per day. 16.9% indicated that they travel one hour or more to work.

Table 4-12: Frequency Distribution of the Daily Hours Spent Travelling to and from Work

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than one hour	217	83.1	83.1	83.1
One hour and more	44	16.9	16.9	100.0
Total	261	100.0	100.0	

The frequency distribution of Travel time to work (as a percentage) is illustrated in the pie chart below in Figure 4-12.

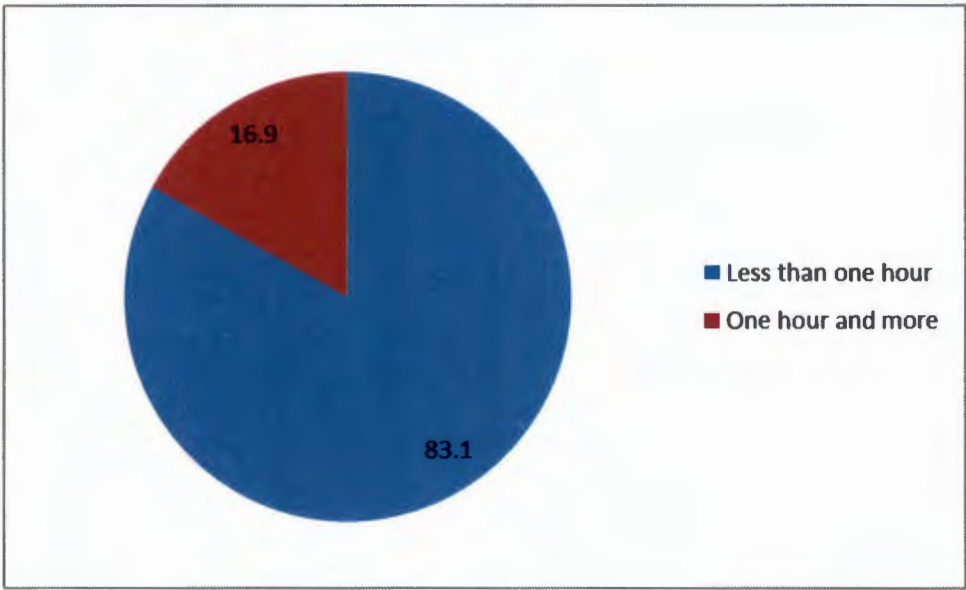


Figure 4-12: Frequency distribution for travel time to and from work

The final biographical question enquired about the participants annual leave entitlement. The majority of the respondents, 43.7%, mentioned that they always take their full leave. However a closer inspection of table 4-13 shows that 38.3% of the respondents do take leave but only sometimes. A closer analysis of Table 4-13, indicates that 18.0% of the respondents never take leave even though they are entitled to it.

Table 4-13: The Frequency Distribution for Full Annual Leave Entitlement Used

	Frequency	Percent	Valid Percent	Cumulative Percent
Never	47	18.0	18.0	18.0
Sometimes	100	38.3	38.3	56.3
Always	114	43.7	43.7	100.0
Total	261	100.0	100.0	

The frequency distribution of Annual Leave (as a percentage) is illustrated in the pie chart below in Figure 4-13.

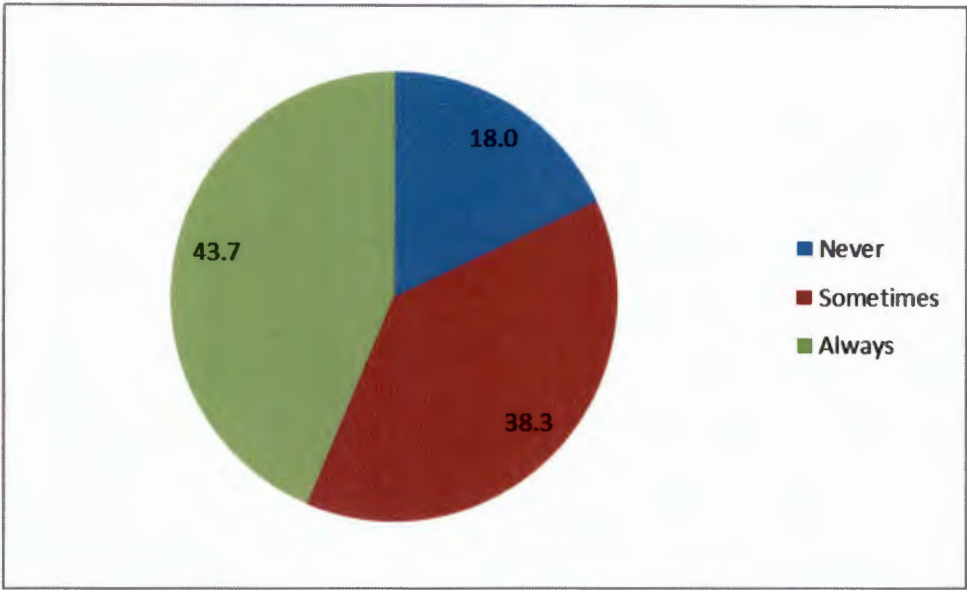


Figure 4-13: Frequency distribution of entitlement to annual leave

4.3 PHASE 2: RESULTS PERTAINING TO THE INSTRUMENTS

The following is the presentation on the demographics of the sample used in this research study presented as phase two, which will discuss the results pertaining to the data collection instruments. The following section will present the results obtained from the measuring instruments. The measures are an adapted version of Human Capital Institute Assessment of nine Talent Management Practices, and the Job Performance scale. Each measure is discussed in terms of its adequacy for analysis, factor analyses, reliability and descriptive statistics.

4.3.1 RESULTS OF THE HUMAN CAPITAL INDEX

A dual scale was used in the Human Capital Index to assess the current versus the importance of the Talent Management practices in the organisation. First the factor analyses of the current perceptions of Talent Management are reported followed by the importance thereof. Respondents were required

to indicate their current perceptions of the application of Talent Management Practices on a five-point scale ranging from “Poor” (1) to “Excellent” (5).

4.3.1.1 SAMPLE ADEQUACY AND SPHERICITY

The Sampling Adequacy and Sphericity of the inter-item correlation matrix was determined by applying the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett’s Test of Sphericity to the inter-item correlation matrix of the Human Capital Index-Current. The results of the KMO for the Human Capital Index-Current are presented in table 4-14 below.

Table 4-14: KMO and Bartlett’s test of inter-item correlation

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.807
Bartlett's Test of Sphericity	Approx. Chi-Square	3482.765
	df	325
	Sig.	0.000

As evidenced in Table 4-14 above, the KMO measure verified the sampling adequacy for factor analysis, since the value of KMO is 0.807 which is above the 0.6 cut off point set by Hair *et al.* (2010). Bartlett’s Test of Sphericity was significant ($p<0.05$), indicating correlations between items were sufficiently large for a factor analysis. Thus the sample is suitable for further analysis by means of factor analysis.

4.3.1.2 FACTOR ANALYSIS

An exploratory factor analysis using the Principle Component Factoring extraction method was performed on the 28 items of the Human Capital Index – Current Questionnaire. The Principle Component Factor Analysis initially resulted in seven factors. However a closer inspection of the pattern matrix indicated the items primarily loaded onto six factors. A Principle Factor Analysis was

done by using the Direct Oblimin Rotation to specify the six factors. Two items were deleted because of problematic and low factor loadings. The six factors were labelled Workforce Planning (Factor 1), Talent Development (Factor 2), and Talent Retention (Factor 3), Management Commitment (Factor 4), Talent Acquisition (Factor 5) and Talent Review Process (Factor 6). The six factors explained 65,295% of the variance. The results of the Factor analysis as well as the Pattern Matrix are shown below in Table 4-15 and Table 4-16. The item loadings were acceptable for the six specified factors.

Table 4-14: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.636	25.524	25.524	6.636	25.524	25.524
2	3.240	12.461	37.985	3.240	12.461	37.985
3	2.201	8.467	46.452	2.201	8.467	46.452
4	1.965	7.558	54.010	1.965	7.558	54.010
5	1.656	6.367	60.378	1.656	6.367	60.378
6	1.279	4.917	65.295	1.279	4.917	65.295
7	1.048	4.030	69.325			
8	.893	3.435	72.760			
9	.819	3.151	75.911			
10	.744	2.860	78.771			
11	.647	2.490	81.261			
12	.637	2.449	83.711			
13	.528	2.030	85.741			
14	.491	1.890	87.631			
15	.438	1.685	89.316			
16	.360	1.386	90.702			
17	.340	1.306	92.008			
18	.323	1.243	93.250			
19	.296	1.137	94.388			
20	.271	1.042	95.430			
21	.235	.904	96.334			
22	.225	.866	97.199			
23	.211	.812	98.012			
24	.205	.788	98.800			
25	.174	.669	99.469			
26	.138	.531	100.000			

Extraction Method: Principal Component Analysis.

Table 4-15: Pattern Matrix for HCI-Current Measure

	Component					
	Workforce Planing	Talent Development	Talent Retention	Management Commitment	Talent Acquisition	Talent Review Process
HCI1	.141	.090	-.099	-.612	-.042	.125
HCI2	-.009	.060	-.062	-.830	.051	.128
HCI3	.009	-.058	-.003	-.842	.090	.025
HCI4	-.056	-.039	.027	-.875	.000	-.131
HCI5	-.040	.051	-.020	-.786	-.095	-.141
HCI7	.068	-.277	.001	-.197	.232	-.488
HCI8	.254	-.104	-.008	-.014	.035	-.687
HCI9	.039	.269	.098	-.135	-.041	-.642
HCI10	.330	.110	-.125	.058	.026	-.557
HCI11	.493	.169	.074	-.092	.036	-.035
HCI13	.818	-.096	-.058	-.012	.101	.042
HCI14	.828	-.058	-.039	-.013	.007	-.074
HCI15	.720	-.006	-.095	.000	-.150	-.175
HCI16	.269	-.120	.155	-.131	.709	.191
HCI17	-.062	.052	-.115	-.004	.848	-.014
HCI18	-.086	.104	-.085	.002	.753	-.245
HCI19	-.099	.213	-.078	.031	.387	-.418
HCI20	.250	.661	-.002	-.063	.174	.117
HCI21	.019	.761	-.057	-.119	.130	.015
HCI22	-.070	.880	-.035	-.002	.022	.014
HCI23	-.085	.854	.052	-.043	-.075	-.044
HCI24	-.004	.833	-.071	.041	-.084	-.117
HCI25	.083	.093	-.665	.029	.151	.193
HCI26	.034	.001	-.880	.020	.043	.043
HCI27	-.025	-.027	-.866	-.084	-.048	-.029
HCI28	-.023	-.037	-.807	-.099	-.097	-.141

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 12 iterations.

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4.3.1.3 DESCRIPTIVE STATISTICS AND RELIABILITIES OF THE HUMAN CAPITAL INDEX - CURRENT

The descriptive statistics of the Human Capital Index - Current are reported in Table 4-17 below. Standard Deviation values for group range between 0.593 and 0.766 indicating a relatively small degree of dispersion. The skewness values for the group range between -0.90 and 0.460, indicating a

positively skewed distribution. The kurtosis values for the range are between -.090 and 1.058. The Cronbach Alpha Coefficients range from 0.790 to 0.921 which indicates an acceptable to excellent level of reliability (Field, 2009).

A five-point scale ranging from “Poor (1) to Excellent (5)” was used. The mean values for the group range from 2.372 to 2.972 indicating that Talent Management Practices (TMP) are applied below average. Talent review processes are the practice that is applied most poorly followed by Talent Retention. The reliabilities between 0.7 and 0.8=acceptable, between 0.81 and 0.9=very good and above 0.90=excellent. The reliabilities values for the group range from 0.717 to 0.882 that is it ranges from acceptable to very good.

Table 4-16: Descriptive Statistics of the Human Capital Index-Current

	Workforce Planning	Talent Development	Talent Retention	Management Commitment	Talent Acquisition	Talent Review Process
Mean	2.5494	2.6054	2.4722	2.5393	2.9724	2.3726
Mode	2.00	3.00	2.25	3.00	2.60	2.50
Std. Deviation	.66856	.59356	.70264	.64796	.76651	.71878
Skewness	-.129	.122	.299	-.092	-.144	.460
Kurtosis	-.376	1.058	.676	-.090	-.231	.383
Reliabilities	.781	.882	.839	.862	.717	.721

The mean scores of the current perceptions of Talent Management practices are portrayed in Graph 4-14 below.

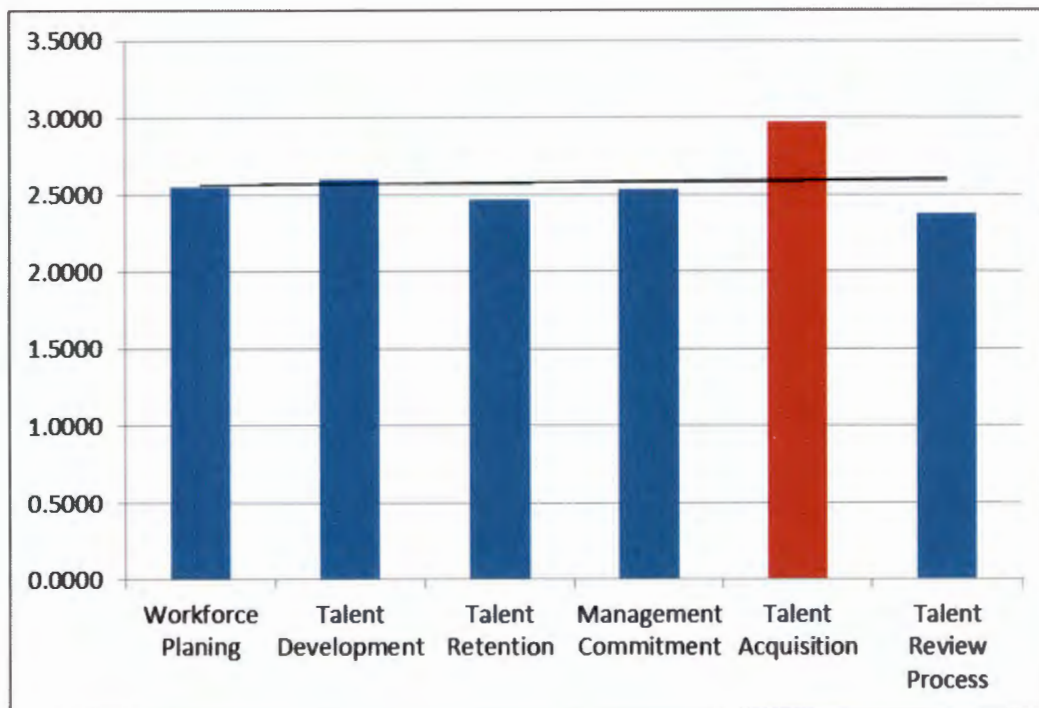


Figure 4-14: Mean Scores of Current Application of Talent Management Practices

4.3.1.4 SUMMARY OF RESULTS

To conclude the information presented in the preceding section (section 4.3), the results of the statistical analysis of the Human Capital Index –Current can be summarised as follows:

- The KMO of the Sampling Adequacy and Sphericity inter-item correlation was at a great level and there was a significant correlation between the items according to the Bartlett's test.
- A Principle Factor Analysis was done by using the Direct Oblimin Rotation to specify the six factors. Two items were deleted because of problematic and low factor loadings. The six factors were labeled Workforce Planning (Factor 1), Talent Development (Factor 2), and Talent Retention (Factor 3), Management Commitment (Factor 4), Talent Acquisition (Factor 5) and Talent Review Process. The six factors explained 65,295% of the variance.
- The reliabilities ranged between acceptable and very good.
- Talent review processes is the practice that is applied most poorly.

4.3.2 RESULTS: HUMAN CAPITAL INDEX – IMPORTANCE

This section deals with the Human Capital Index - Importance. Respondents were required to indicate the importance of the Talent Management Practices on a five-point scale ranging from “Poor” (1) to “Excellent” (5).

4.3.2.1 SAMPLE ADEQUACY AND SPHERICITY

The Sampling Adequacy and Sphericity of the inter-item correlation matrix was determined by applying the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett’s Test of Sphericity to the inter-item correlation matrix of the Human Capital Index-Importance. The results of the KMO for the Human Capital Index-Importance are presented in table 4-18 below.

Table 4-17: KMO and Bartlett’s test of inter-item correlation

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.860
Bartlett's Test of Sphericity	Approx. Chi-Square	4706.005
	df	325
	Sig.	0.000

As evidenced in Table 4-18 above, the KMO measure verified the sampling adequacy for factor analysis, since the value of KMO is 0.860 which is above the 0.6 cut off point set by Hair *et al.* (2010). Bartlett’s Test of Sphericity was significant ($p<0.05$), indicating correlations between items were sufficiently large for a factor analysis. Thus the sample is suitable for further analysis by means of factor analysis.

4.3.2.2 FACTOR ANALYSIS

An exploratory factor analysis using the Principle Component Factoring extraction method was performed on the 28 items of the Human Capital Index – Importance Questionnaire. The Principle Component Factor Analysis initially resulted in six factors. However a closer inspection of the pattern matrix indicated the items primarily loaded onto six factors. A Principle Factor Analysis was done by using the Direct Oblimin Rotation to specify the six factors. Two items were deleted because of problematic and low factor loadings. The six factors were labelled Management Commitment (Factor 1), Talent Development (Factor 2), and Talent Retention Practices (Factor 3), Talent Review Processes (Factor 4), Talent Acquisition (Factor 5) and Workforce Planning (Factor 6). The six factors explained 71,783% of the variance. The results of the Factor analysis as well as the Pattern Matrix are shown below in Table 4-19 and Table 4-20. The item loadings were acceptable for the six specified factors.

Table 4-18: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.168	35.260	35.260	9.168	35.260	35.260
2	2.524	9.707	44.967	2.524	9.707	44.967
3	2.237	8.603	53.569	2.237	8.603	53.569
4	1.823	7.011	60.580	1.823	7.011	60.580
5	1.612	6.199	66.779	1.612	6.199	66.779
6	1.301	5.003	71.783	1.301	5.003	71.783
7	.933	3.587	75.370			
8	.756	2.907	78.277			
9	.647	2.490	80.767			
10	.611	2.349	83.116			
11	.556	2.137	85.253			
12	.514	1.975	87.228			
13	.483	1.858	89.086			
14	.381	1.465	90.551			
15	.351	1.352	91.902			
16	.316	1.214	93.117			
17	.276	1.062	94.179			
18	.236	.909	95.088			
19	.229	.879	95.967			

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20	.208	.801	96.768			
21	.171	.656	97.424			
22	.160	.617	98.041			
23	.148	.571	98.612			
24	.133	.512	99.123			
25	.125	.480	99.603			
26	.103	.397	100.000			

Extraction Method: Principal Component Analysis.

Table 4-19: Pattern Matrix for HCI-Importance Measure

	Component					
	Management Commitment	Talent Development	Talent Review Process	Talent Retention Strategies	Talent Acquisition	Workforce Planning
HCI1	.691	-.017	.049	.085	-.085	.062
HCI2	.906	-.032	-.037	.028	-.002	.019
HCI3	.877	-.061	.011	-.025	.058	.027
HCI4	.801	.021	-.012	-.016	.120	-.093
HCI5	.796	.060	.010	-.018	.047	-.160
HCI6	.064	-.065	.759	-.096	-.056	.083
HCI7	.014	-.004	.807	-.023	.037	.025
HCI8	-.118	.037	.778	.096	.109	-.108
HCI9	.018	.043	.762	.099	.020	-.114
HCI10	.040	-.080	.662	.065	-.033	-.119
HCI11	.041	.053	.054	-.028	.035	-.772
HCI12	-.002	-.019	.022	.015	.006	-.909
HCI13	.070	-.091	.047	.066	-.015	-.776
HCI14	.112	-.073	.044	-.088	.676	.014
HCI15	.052	.012	.004	.046	.903	.105
HCI16	-.033	.030	-.038	.097	.885	-.049
HCI17	-.050	-.083	.025	-.010	.791	-.098
HCI18	.060	-.719	.076	.062	-.002	.059
HCI19	.006	-.852	-.034	.029	.052	.030
HCI20	-.067	-.922	.033	-.059	.020	.012
HCI21	.002	-.855	.033	.006	-.007	-.055
HCI22	.035	-.830	-.050	.031	.023	-.067
HCI23	.063	.067	.148	.704	.090	.096
HCI24	.021	.023	.037	.902	.031	.035
HCI25	-.015	-.079	-.072	.907	-.032	-.081
HCI26	.032	-.101	-.059	.743	-.019	-.090

4.3.2.3 DESCRIPTIVE STATISTICS AND RELIABILITIES OF THE HUMAN CAPITAL INDEX IMPORTANCE MEASURE

The descriptive statistics of the Human Capital Index – Importance Measure are reported in Table 4-21 below. Standard Deviation values for group range between .669 and .754, indicating a relatively small degree of dispersion. The skewness value for the group range between -1.073 and -.908 indicating a positively skewed distribution. The kurtosis value was 1.683. The Cronbach Alpha Coefficients ranged from good to an excellent (Field, 2009).

Table 4-20: Descriptive Statistics of the Human Capital-Importance

	Management Commitment	Talent Review Process	Workforce Planning	Talent Acquisition	Talent Development	Talent Retention
Mean	3.9709	4.0728	4.1941	4.1561	4.1471	4.0680
Std. Deviation	.70104	.66984	.75489	.70799	.67285	.69643
Skewness	-.612	-.817	-.862	-.761	-.908	-1.073
Kurtosis	.437	.480	.456	.278	1.489	1.683
Reliabilities	.901	.851	.838	.863	.907	.868

4.3.2.4 SUMMARY OF RESULTS

To conclude the information presented in the preceding section (section 4.3),the results of the statistical analysis of the Human Capital –Importance can be summarised as follows:

- The KMO of the Sampling Adequacy and Sphericity inter-item correlation was at a great level and there was a significant correlation between the items according to the Bartlett’s test.
- A Principle Factor Analysis was done by using the Direct Oblimin Rotation to specify the six factors. Two items were deleted because of problematic and low factor loadings. The six factors were labelled Management Commitment (Factor 1), Talent Development (Factor 2), and Talent Retention Practices (Factor 3), Talent Review Processes (Factor 4), Talent Acquisition (Factor 5) and Workforce Planning. The six factors explained 71,783% of the variance.
- The item loadings were acceptable for the six specified factors.

- The mean values indicated that all the talent management practices are important for the respondents.

4.3.3 RESULTS: PERFORMANCE MEASURE

This section deals with the results of the Performance Measure. Respondents were required to indicate responses on a six point likert scale ranging from strong disagree (1) to strongly agree (6).

4.3.3.1 SAMPLE ADEQUACY AND SPHERICITY

The Sampling Adequacy and Sphericity of the inter-item correlation matrix was determined by applying the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett’s Test of Sphericity to the inter-item correlation matrix of the Performance Measure. The results of the KMO for the Performance Measure are presented in Table 4-22 below.

Table 4-21: KMO and Bartlett’s test of inter-item correlation

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.883
Bartlett's Test of Sphericity	Approx. Chi-Square		1366.808
	df		36
	Sig.		.000

As evidenced in Table 4-22 above, the KMO measure verified the sampling adequacy for factor analysis, since the value of KMO is 0.883 which is above the 0.6 cut off point set by Hair *et al.* (2010). Bartlett’s Test of Sphericity was significant ($p<0.05$), indicating correlations between items were sufficiently large for a factor analysis. Thus the sample is suitable for further analysis by means of factor analysis.

4.3.3.2 FACTOR ANALYSES

An exploratory factor analysis using the Principle Component Factoring extraction method was performed on the 9 items of the Performance Management Measure. The Principle Component Factor Analysis initially resulted in two factors. A Principle Factor Analysis was done to specify the one factor. The factor was labeled Performance Management. The factor explained 56.518 % of the variance. The results of the Factor analysis as well as the Component Matrix are shown below in Table 4-23 and Table 4-24. The item loadings were acceptable for the specified factor.

Table 4-22: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.087	56.518	56.518	5.087	56.518	56.518
2	1.196	13.286	69.805			
3	.615	6.832	76.637			
4	.554	6.158	82.795			
5	.405	4.505	87.299			
6	.352	3.907	91.206			
7	.331	3.675	94.881			
8	.292	3.242	98.123			
9	.169	1.877	100.000			

Extraction Method: Principal Component Analysis.

Table 4-23: Component Matrix for Performance Management

	Component		Component
	1		1
Perform1	.423	Perform6	.764
Perform2	.743	Perform7	.790
Perform3	.763	Perform8	.849
Perform4	.768	Perform9	.837
Perform5	.744		

4.3.3.3 DESCRIPTIVE STATISTICS OF PERFORMANCE MANAGEMENT

The descriptive statistics of the Performance Management dimensions are reported in Table 4-24 below. Standard Deviation value was 0.517, indicating a relatively small degree of dispersion. The skewnessvalue was -.527, indicating a negative skewed distribution. The kurtosis value was -.982. The Cronbach Alpha Coefficient was 0.901 which indicates an acceptable reliability (Field, 2009).A six-point response scale ranging from strong disagree (1) to strongly agree (6) was utilized. The mean value for the respondents was 3.458. On average the respondents are aware of the performance management policies and they get constructive feedback on their performance which helps them improve their performance.

Table 4-24: Descriptive Statistics of

	Mean	Std. Deviation	Skewness	Kurtosis	Cronbach Alpha
Performance Management	3.4583	.51772	-.527	-.982	.901

4.3.3.4 SUMMARY OF RESULTS

To conclude the information presented in the preceding section (section 4.3), the results of the statistical analysis of Performance Management can be summarised as follows:

- The KMO of the Sampling Adequacy and Sphericity inter-item correlation was at a great level and there was a significant correlation between the items according to the Bartlett’s test.
- The Principle Component Factor Analysis initially resulted in one factor. The factor explained 56.518% of the variance.
- The overall value of Cronbach’s Alpha indicates an acceptable reliability.
- The performance score is average.

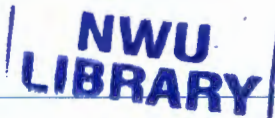
4.4 PHASE 3: TESTING OF HYPOTHESES

For the purposes of this research study two hypotheses were formulated. The statistical tests run for these hypotheses are briefly discussed below.

4.4.1 HYPOTHESIS 1

H 1: Talent Management as current being perceived by the respondents is a significant positive predictor of Performance.

Table 4-25: Regression Analyses: Current Application of Talent Management Practices versus Employee Performance

Model	Un-standardised Coefficients		Standardised Coefficients	t	P (Sig)	R	R ²	ΔR ²
	B	SE	Beta					
Management Commitment and Performance						.136 ^a	.019	.015
(Constant)	3.734	.164		22.708	.000			
Management Commitment	.138	.062	.136	2.213	.028			
Talent Review Process and Performance						.057 ^a	.003	-.001
(Constant)	3.916	.189		20.693	.000			
Talent Review Process	.065	.071	.057	.922	.357			
Workforce Planning and Performance						.094 ^a	.009	.005
(Constant)	3.861	.153		25.184	.000			
Workforce Planning	.091	.060	.094	1.525	.128			
Talent Acquisition and Performance						.126 ^a	.016	.012
(Constant)	3.752	.169		22.207	.000			
Talent Acquisition	.132	.064	.126	2.045	.042			
Talent Development and Performance						.243 ^a	.059	.055
(Constant)	3.449	.164		21.082	.000			
Talent Development	.215	.053	.243	4.026	.000			

Talent Retention and Performance					.126 ^a	.016	.012
(Constant)	3.804	.144		26.403	.000		
Talent Retention	.119	.058	.126	2.051	.041		

The results in Table 4-26 show that Management Commitment, Talent Acquisition, Talent Development and Talent Retention are significant predictors of employee performance.

- The prediction model for management commitment and performance was statistically significant, $F(1, 259) = 4.900$, and accounted for approximately 13.6% of the variance of performance ($R^2 = .019$, Adjusted $R^2 = .015$). The relationship was positive which implies that management commitment towards talent will increase the performance of employees. The effect was small.
- The prediction model for talent acquisition and performance was statistically significant, $F(1, 259) = 4.182$, and accounted for approximately 12.6% of the variance of performance ($R^2 = .016$, Adjusted $R^2 = .012$). The relationship was positive which implies that talent acquisition of effectively applied will increase the performance of employees. The effect was small.
- The prediction model for talent development and performance was statistically significant, $F(1, 259) = 16.208$, and accounted for approximately 24.3% of the variance of performance ($R^2 = .059$, Adjusted $R^2 = .055$). The relationship was positive which implies that talent development will increase the performance of employees. The effect was small.
- The prediction model for talent retention and performance was statistically significant, $F(1, 259) = 4.207$, and accounted for approximately 12.6% of the variance of performance ($R^2 = .016$, Adjusted $R^2 = .012$). The relationship was positive which implies that talent development will increase the performance of employees. The effect was small.

4.4.2 HYPOTHESIS 2

H 2: The perceived importance of Talent Management is a significant predictor of employee performance.

Table 4-26: Regression Analyses: Importance of Talent Management Practices and Employee Performance

Model	Un-standardised Coefficients		Standardised Coefficients	t	P (Sig)	R	R ²	ΔR ²
	B	SE	Beta					
Management Commitment and Performance						.181 ^a	.033	.029
(Constant)	3.391	.238		14.237	.000			
Management Commitment	.175	.059	.181	2.963	.003			
Talent Review Process and Performance						.076 ^a	.006	.002
(Constant)	4.398	.259		16.999	.000			
Talent Review Process	-.077	.063	-.076	-1.221	.223			
Workforce Planning and Performance						.080 ^a	.006	.003
(Constant)	3.786	.237		15.977	.000			
Workforce Planning	.072	.056	.080	1.289	.198			
Talent Acquisition and Performance						.024 ^a	.001	-.003
(Constant)	4.182	.251		16.682	.000			
Talent Acquisition	-.023	.059	-.024	-.386	.700			
Talent Development and Performance						.112 ^a	.013	.009
(Constant)	3.618	.261		13.849	.000			
Talent Development	.113	.062	.112	1.814	.071			
Talent Retention and Performance						.077 ^a	.006	.002
(Constant)	3.780	.249		15.194	.000			
Talent Retention	.075	.060	.077	1.249	.213			

The results in Table 4-26 show that the importance of Management Commitment is a significant predictor of an employee performance.

- The prediction model for management commitment and performance was statistically significant, $F(1, 259) = 8.780$, and accounted for approximately 18.1% of the variance of performance ($R^2 = .033$, Adjusted $R^2 = .029$). The relationship was positive which implies that the more important

management commitment is towards talent the more increase the performance of employees will increase. The effect was small.

4.5 SUMMARY OF RESULTS

To conclude the information presented in the preceding section, the results of the statistical analysis of the relationship between Talent Management and Performance can be summarised as follows:

- Based on the results of a Simple Linear Regression analysis there is a statistically significant relationship between Talent Management and Job Performance.
- Talent Management is a statistically significant predictor of Job Performance Management, which was determined from the results of a Simple Linear Regression analysis.
- According to the results of a Simple Linear Regression analysis it has been determined that there is a statistically significant positive relationship between Talent Management and Job Performance, thus the more any organisational focuses on talent management and applies its principles and practices the more the job performance will increase.

4.6 CONCLUSION

This section presented the results of the statistical analysis carried out on measures of the relationship between Talent Management and Performance. An overview of the statistical techniques employed in the study was given, before the results of the statistical analysis of the measures were presented. This was followed by a presentation of the statistical findings for the relationships between Talent Management and Employee Performance and the different concepts which were explored before concluding the chapter.

The next chapter which is Chapter five encompasses the discussion of results presented in this chapter and the hypotheses are further explored.

Chapter 5:DISCUSSION OF RESULTS

5.1 INTRODUCTION

Chapter five mainly focuses on the discussion and interpretation of the results presented in the previous chapter which is chapter four. The main results of this study are then outlined and discussed in relation to the research questions. The results are then supported by the existing literature concerning Talent Management and employee Performance. For purposes of this study the following research questions were discussed:

- What is the current level of application of Talent Management Practices in the Local Authorities?
- What is the importance of the Talent Management Practices in Local Authorities?
- Is there a significant gap between the current applications versus the importance of Talent Management Practices?
- What is the relationship between the current applications of Talent Management Practices and the job performance?
- What is the relationship between the importance of Talent Management Practices and job performance?

Below is the discussion of the research results as per the research question.

5.1.1 RESEARCH QUESTION 1

What is the current level of application of Talent Management Practices in the Local Authorities?

The results showed that employees perceived that in general Talent Management practices are only moderately applied in the organisation. The Talent Management Practices that seemed most problematic included Talent Retention Practices, Talent Review Process and Management Commitment. This indicates that respondents tended to have answers which fell toward below the

middle of the range which then indicated a moderate application of Talent Management Practices within the organisation. The results confirm various other studies which found that talent management practices are not effectively applied in local government institutions in sub-saharan Africa (see Barkhuizen, 2014; Mpofu, 2013; Magolego, 2013; Smit, 2014).

Joubert (2007) indicated that accountability for talent cultivation is part of the formula for enhancing talent management and making it a best practice in an organisation. Managers are accountable for developing their employees (not losing key contributors to turnover), for promoting knowledge sharing and collaboration, and for making hiring decisions Executives are accountable for the strength of talent pools, for the instituting effective talent management practices.

5.1.2 RESEARCH QUESTION 2

What is the importance of Talent Management Practices in Local Authorities?

As compared to the current application of Talent Management practices, the results of the research question showed that the levels of importance of Talent Management Practices are high as perceived by the employees in the organisation. The Talent Management Practice that seemed higher than others included Management Commitment. This indicates that respondents tended to have answers which fell toward the higher range which then indicates that it is important to apply talent management practices in the organisation. The results of this study are in line with previous research studies that the level of importance of Talent Management Practices is either high or critical in South African Organisations (Magolego, 2013; Mpofu, 2013). As indicated by (Davenport, 2001) commitment arises from an emotional or intellectual bond linking the individual with the organisation. Commitment implies acceptance of the organisation's goals and direction and working hard to achieve them, strong desire for membership and tacit agreement to reject other investment tracks.

5.1.3 RESEARCH QUESTION 3

What is the relationship between the current applications of Talent Management Practices and the job performance in an organisation?

The results indicated that Talent Management is a significant predictor of Job Performance. The relationship was positive which means that Talent Management, when well applied can increase the level of performance of employees. The results to this study are in line with previous research indicating the relationship between talent management, job satisfaction and Job Performance (Magolego, 2013).

As indicated by (Bhattacharyga, 2012), organizations have created a standard process for managing the performance and development of all employees which is referred as performance management process. The process creates a direct link between the strategy of the whole organization and plans for each individual. Every individual is given targets based on their role and responsibility within the organization. It is through meeting personal targets that the individual is best able to help the organization to achieve its targets. He further indicated that employee performance drives talent management. Employees are clear about the impact of their performance and what the consequences are for their development. Everyone within the organization is pulling together to achieve the business strategy.

Caplan(2012) on the other hand indicated that for organizations that seek to align their workforce with business objectives, competency management is critical .By implementing tools and processes that enable organizations to identify and understand the core competencies of top performing workers, and by leveraging that data and knowledge across pre and post hire elements of human capital management, companies will make better hiring decisions, enable workers to pursue desired career path, and improve business operational performance.

This result partially confirms Hypothesis 1

5.1.4 RESEARCH QUESTION 4

What is the relationship between the importance of Talent Management Practices and job performance?

The results showed that talent Management is a significant predictor of employee Job Performance. The relationship was positive. The main purpose of performance management in organisations is to enhance the achievements both of the organisation and the individual. According to (Richard, 2006) performance management systems are concerned not only with what is achieved but also with how it is achieved. All effective generic performance management systems have certain specific components in common, without which the system would be ineffective. These are the fundamental steps that must be implemented to ensure the effective functioning of the system. In every case, effective performance management requires an organisation to do three things well, namely define the characteristics of good as opposed to average or bad, and facilitate employees to performance well by removing obstacles: and encourage performance through reward, praise or promotion. The main reason for having a performance management system in organisation is that people perform best when they what is expected of them and have also assisted in setting expectations(Richard, 2006).

The competition for talent never stops in good times or challenging ones. Forward-thinking organizations use innovative talent management approaches to gain a competitive advantage, whether it's in mobility programs or compensation strategies. Talent Management in the developing world explores how the policies, systems and procedures that have been successful within national boundaries are inadequate to meet the value propositions of completely different and diverse people in different countries, cultures, legal and socio-economic environments. In fact they may be dysfunctional to talent management (Joel , 2011).

Using the perspective of the developing world, the shift of paradigm and practice that is required if organizations are to develop a sustainable talent management strategy in these countries. A global approach to talent management assures competitiveness and sustainability of success in the international environment but change will not happen until line and HR managers see its urgency and criticality (Tamy, 2009).

This result partially confirms Hypothesis 2.

5.2 CONCLUSION

This chapter provided a detailed discussion of the five research questions which were formulated based on the research objective. Furthermore the research questions were supported by the available literature on the relationship between Talent Management and Job Performance. The two research hypotheses were empirically tested using the statistical data analysis techniques presented in Chapter Four.

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Chapter 6: CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

This chapter presents a summary of the whole study. The discussion of the significance of the study, findings gathered from the literature as well as empirical results is offered. The limitations of the study are also discussed and recommendations are made for further study on the topic.

6.2 OVERVIEW OF THE STUDY

The following section discusses the purpose of the study, the main research objectives in the study and finally it gives an overview of the contents of the study.

6.3 PURPOSE OF THE STUDY

The main purpose of the study was to determine the impact of Talent Management on Council Employee's performance in Botswana.

6.3.1 RESEARCH OBJECTIVES

The objectives of this study were:

- To determine the current level of application of Talent Management Practices in the Local Authorities.
- To determine the importance of the Talent Management Practices in Local Authorities.
- To determine the relationship between the current application of Talent Management Practices and the job performance.
- To determine the relationship between the importance of Talent Management Practices and job performance.

6.4 CONTENT OF THE STUDY

Chapter 1: Introduction

This chapter served the purpose of introducing the impact of Talent Management on Council employees' performance. It highlighted the problem statement and research objectives that the study addressed. An indication of the importance and benefits of the research study was given.

Chapter 2: Literature Review

The purpose of this chapter was to outline literature overview of all the concepts, and theoretical aspects of the individual concepts of the study. Under each concept, the different characteristics that made up the concepts in this study were discussed. This chapter ended with a summary of the contents of the chapter. The following concepts were discussed with regards to this study:

- Talent Management Practices
- Job Performance

Chapter 3: Research Methodology

This chapter comprised of a detailed discussion of the research design and methods which were selected as the framework through which the research questions of the study were answered. This chapter started with an overview of the research paradigm of the study, before a description of the strategy of inquiry and broad research design was given.

A discussion the sampling strategies and techniques employed in the study was then given and the data collection methodology was presented. Reliability and validity of the research were considered and thereafter ethical considerations related to the study were contemplated.

Chapter 4: Data Analyses

The focus of this chapter was on the discussion of the results and findings of the entire study pertaining to statistical analysis presented. The chapter was then divided into three sections namely; Biographical information, Statistical analyses and Hypothesis testing.

The chapter began with a discussion on the biographical information that was collected during the data collection phase of the study. The next phase of the chapter involved discussing the statistical analysis of the different concepts involved in the study. The final section of the chapter (which is phase 3) discussed the different relationships of the study through the hypotheses developed.

Chapter 5: Discussion of Results

In Chapter Five a summarised and discussion of the key empirical results obtained in Chapter 4 was undertaken. Each of the two hypotheses of the research study was presented and was either accepted or rejected based on the evidence achieved from the research study.

Chapter 6: Conclusion, Limitations and Recommendations

Chapter Six consists of an overview of the research findings of the study in relation the literature reviewed and the statistical analysis undertaken. The limitations of the study are addressed and selected recommendations for further study in the fields of Talent Management and Job Performance. In conclusion, final comments are made.

6.5 CONCLUSIONS DRAWN FROM THE STUDY

The conclusions drawn from this study are presented in this section with emphases on those drawn from the literature study and empirical results.

6.5.1 CONCLUSIONS FROM THE LITERATURE

From the literature review the following conclusions can be drawn

Talent management as defined by Lawler (2008) is the integrated process of ensuring that an organisation has a continuous supply of highly productive individuals in the right job, at the right time. Rather than a one-time event, talent management is a continuous process that plans talent needs, builds an image to attract the very best, ensures that the new hires are immediately productive, helps to retain the very best, ensures that new hires are immediately productive, helps to retain the very best, ensures that new hires are immediately productive, helps to retain the very best and facilitates the continuous movement of talent to where it can have the most impact within the organisation.

Talent Management is as much a mindset as a process. It encourages conversations between line managers and staff, and it encourages sharing of information and ideas, as well as support and collaboration. In this way it is a main contributor to employee engagement, mapping directly to the factor about enjoying good, productive relationships with co-workers. Furthermore, it creates innovation, resilience and flexibility at all levels of the organization. Talent Management is not just what you do but how you do it, how you have conversations, how you implement systems. These maps directly to factors that lead to high employee engagement, knowing your opinion count and are listened to, knowing how you contribute to organizational goals and success. This demonstrates how the factors you address in talent Management are also those that contribute to high levels of employee engagement (Caplan, 2012).

By managing talent well, organizations including local authorities in Botswana will be in a better position to manage their valuable knowledge and enhance their capacity to execute strategies and service delivery. In addition, companies could take greater advantage of the incentives offered to them to train and develop people internally, such as the skills levy/grant system-yet less than 20 percent of business are using the system at present (Mmegi 2008).

The reality is that all countries are competing in the global talent market and it is vital for each country's competitiveness that it continue to produce a significant proportion of its population with the skills and experience the global economy needs (Cheese, Thomas & Graig, 2008).

Converging economic, societal and technological forces have all elevated the importance of talent for 21st century organisation. Talent powered organisations anticipate and take advantage of the rapidly changing talent landscape, shaped by sustained worldwide growth, the rise of new economic sectors and the increasing role of human capital in creating value of organisation in an increasingly talent dependent world, talent powered organisation understand the strategic importance of talent, and view Talent Management as a critical organisation capability.

Talent Management requires strong executive support, along with systems and processes all directed towards having the right talent doing the right work at the right time. That's when talent truly drives higher employee performance (Shukla,2009).

According to Richard (2006) performance management systems are concerned not only with what is achieved but also with how it is achieved. All effective generic performance management systems have certain specific components in common, without which the system would be ineffective. These are the fundamental steps that must be implemented to ensure the effective functioning of the system. In every case, effective performance management requires an organisation to do three things well, namely define the characteristics of good as opposed to average or bad, and facilitate employees to performance well by removing obstacles: and encourage performance through reward, praise or promotion.

The main reason for having a performance management system in organisation is that people perform best when they what is expected of them and have also assisted in setting expectations (Richard, 2006).

6.5.2 CONCLUSIONS DRAWN FROM THE RESULTS

From the statistical analysis conducted in the study the following conclusions can be drawn:

- Talent Management practices are poorly applied in the Botswana local government. The practices that seemed to be most problematic included Talent Review processes and talent retention practices.

- The respondents viewed all talent management practices as important for their organisation.
- Talent Management practices (i.e. Management Commitment, Talent Acquisition, Talent Development and Talent Retention) is a statistically significant predictor of Performance Management, which was determined from the results of a Simple Linear Regression analysis.
- The importance of talent retention practices were also a predictor employee performance.

6.6 LIMITATIONS

There are negative factors that impact on the study. The factors pose limitations that may adversely affects the useful nature of the study. This study had several limitations associated with the theoretical perspectives, the context and the target population.

The following are the limitations of the study.

6.6.1 LIMITATIONS IN LITERATURE REVIEW

There is a limited literature concerning Talent Management, most literature is on Job Performance and Performance management system in general. Therefore, most of the literature regarding Talent Management used in this study was gathered from limited resources. It is thus possible that this literature is not sufficient enough to provide a solid conclusion.

6.6.2 LIMITATIONS AS A RESULT OF SAMPLE SIZE AND CHARACTERISTICS

Quite a number of challenges concerning collection of filled questionnaires by employees was noticed. Based on the total establishment of Tutume Sub Council employees of Five Hundred and Sixty Six (566).Only three hundred and twenty (320) questionnaires were sent out to be completed by employees. Two hundred and eighty six (286) responses were originally received, a 89.3% response rate,two hundred and sixty(261) one questionnaires were useable(261), giving a final response of 81.5% and 59 questionnaires were spoilt due to an improper filling of questionnaires.

In conclusion, the research conducted was of a quantitative nature and as a result it is used to search for generalisation in the study's results. Generalisability also known as external validity, the extent to which findings from the researcher's sample can be claimed to accurately reflect the characteristics of a wider population of those groups the researcher sampled from. Factors affecting generalisability are the quality of the sample and the variance within the sample collected. Statistical measures of significance are designed to test these characteristics (David & Sutton, 2004). A purposive convenience sampling method was used in this research. This means that the results of the research cannot be generalised to other populations.

6.7 RECOMMENDATIONS FOR FUTURE RESEARCH

No research has previously focused on determining the relationship between Talent Management and employee performance in Local Authorities. This study was original and provided rich information regarding the specific department. This information can be used to help improve employee performance through the right application of Talent Management practices.

- The use of a larger sample group between the concepts can be more clearly investigated, as there will be more data to draw improved conclusions from.
- The results of this study should be used by organisations to understand the impact of Talent Management Practices in increasing the level of Employee Performance.
- Further research in this regard may also lead to more effective Talent Management Practices in Local Authorities.
- This study was limited to only to one Local Authority in Botswana (Tutume Sub Council). The study can be extended to include at least six Local Authorities in Botswana at least one Local Authority per District.

It is suggested that studies which mainly deals with practices and processes such as Talent Management practices which have a positive impact on both organisational performance and employee performance in terms of delivering services to the community be undertaken. These studies should attempt to clarify the following:

- What is the connection between such practices and the organisational productivity and the bottom line?

- How can such organisational policies, systems and procedures be practically applied in the organisation?
- Is there a definitive and provable link between Talent Management practices and employee performance?

6.8 CONCLUSION

Performance is what an organisation hires one to do, and to do well (Stahl & Bjorkman, 2006).

In conclusion, the main purpose of this study was to find out if there is a positive impact between Talent Management and Employee Job Performance. From the results obtained in previous chapters it has been demonstrated by the study that Talent Management practices application are critical for the success of the organisation and to increase employees' level of Job Performance. The views of employees within Tutume Sub Council played a very important in assisting the researcher to find out if Talent Management Practices are being applied by Human Resources Practitioners and other Managers in the entire organisation.

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SOLEMN DECLARATION (for Masters and Doctoral Candidates)

1 Solemn declaration by student

I LAME BEFILWE IVASALE declare herewith that the mini-dissertation/dissertation/thesis entitled,
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which I herewith submit to the North-West University as completion/partial completion of the requirements set for the MASTERS degree, is my own work and has not already been submitted to any other university.

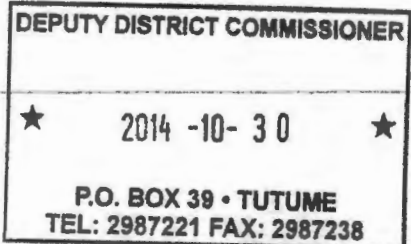
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2 Declaration by supervisor/promotor

The undersigned declares:

- 2.1 that the candidate attended an approved module of study for the relevant qualification and that the work for the course has been completed or that work approved by the Senate has been done
- 2.2 the candidate is hereby granted permission to submit his/her mini-dissertation/dissertation or thesis
- 2.3 that registration/change of the title has been approved;
- 2.4 that the appointment/change of examiners has been finalised and
- 2.5 that all the procedures have been followed according to the Manual for post graduate studies.

Signature of Supervisor: [Signature] Date: 28/10/2014

Signature of School Director: [Signature] Date: 28/10/2014

Signature of Dean: [Signature] Date: 28/10/14

J.R. Moletsane
PrivateBag X2046
Mmabatho
27 35

1st August 2014

To whom it may concern
Editing of a mini-dissertation

This serves to prove that I have read and edited Ms L.R. Masale's mini-dissertation titled:
The Impact of Talent Management on Council Employees Performance in Botswana. The
candidate corrected all language errors identified.

The document presentation is of an acceptable academic and linguistic standard.

Thank you



J.R. Moletsane (English lecturer)

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