

REFLECTIONS ON THE IMPACT OF TALENT MANAGEMENT ON EMPLOYEE PERFORMANCE – PERSPECTIVES FROM ZIMBABWE

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ABSTRACT: This paper investigates the impact of talent management on employee performance at the Masvingo City Council in Zimbabwe. The main challenge facing the council remains the inability to attract, attain and develop talented employees who perform effectively, which in turn intensifies the service delivery challenges across City Councils in Zimbabwe. Therefore, this study will endeavour to examine the talent management strategies that can be employed by the Masvingo City Council to improve on employee performance. The study adopts a quantitative research approach using questionnaires administered to a total of 67 professionals at the Masvingo City Council. Responses were captured and analysed using SPSS. Statistical tests were used to test six hypotheses which were formulated for the various sections of the study. Findings indicate that talent management has an impact on employee performance at the Council level. It was recommended that the Masvingo City Council provide employees with adequate training and resources, revise and improve personnel policies, and reward employees for outstanding performance.

KEYWORDS: talent, performance, management, employee, retention

I. INTRODUCTION

The world over, the domain of talent management has emerged as an area of interest for academics, business writers, and the leadership of organisations in recent times. For Oladapo (2014:24), talent management is the systematic attraction, identification, development, engagement, retention, and deployment of those individuals who are of particular value to an organisation, either in view of their high potential for the future or because they are fulfilling business/operation-critical roles. Scholars from different academic disciplines have addressed how important talent management is to organisations. One such researcher, Mensah (2015:544), affirms that in an organisation where talent management is effective, employees are more committed and put forth more effort. Mensah's point strengthens the connection between talent management and employee performance. A point also acknowledged by Tafti, Mahmoudsalehi and Amir (2017), that performance is associated with an employee's ability to attain job targets and accomplish standards that are set by their organisation.

The talent management theory emphasises that, when talent management procedures are fair, employees will perform effectively well, which in turn will positively affect the performance of the organisation. Hence, Poisat, Mey, and Sharp (2018) highlight that, due to the growing demand for talented individuals and concurrently the shortage in supply, organisations need to shift from an approach of developing strong human resources departments to creating an organisation passionate about talent at every level. Luna-Arocas and Morley (2015:34) also affirm that for talent management to be successfully implemented, the employees and the organisation need to share a talent mentality. According to Hamad (2019), the talent management strategy incorporates all the processes that are involved in the creation of a talent pool into the overall organisational strategy. Hamad (2019) further states that an effectively implemented talent management strategy ensures that the organisation attracts and retains a high-performance workforce.

Du Plessis *et al.* (2015) highlight that an integrated talent management strategy aligns an organisation's talent (employees) with its organisational strategy. Once this is achieved, the organisation should be in a position to recruit talented individuals with the aim of creating and retaining a talent pool (Du Plessis *et al.*, 2015). Ashraf and Caldwell (2017:2) state that the quality of an organisation is measured by the quality of the workforce it possesses. In this regard, Thunnissen and Buttiens (2017:401) highlight that talent management programmes give deep insights into the management of their employees, their developmental needs, strengths and weaknesses, areas of interest, and their abilities. It is, thereafter, easier to determine what to emphasise, which leads to improved employee performance and in turn value-added service delivery. Thunnissen and Buttiens (2017:401) further note that when an organisation identifies high potential individuals, it can invest in their

professional development, since development calls for investment decisions towards training and development for growth, succession management, and performance management purposes.

It is a general perception that the more competent employees an organisation has, the better the organisation performs. Mutambara (2011) identifies a concern in Zimbabwe that, given a choice, at least 42 per cent of workers would like to leave their organisation. This suggests a challenge for the overall performance of organisations, which Mutambara attributes to poor talent management. The Zimbabwean situation calls for a need to ensure talent management practices are put in place, especially when one considers the many benefits of retaining effectively performing employees. In this study, we focus on the Masvingo City Council based in Zimbabwe which is responsible for providing efficient services to the community, which is evident in its responsibility as a provider of water, waste management, maintenance of council infrastructure, and town planning, amongst other services, to the Masvingo residents. The thrust of this paper is to, therefore, investigate the Masvingo City Council's employees in respect to talent management and how it can impact on their ability to provide efficient service delivery to residents, especially if valued employees are retained. Mulcahy (2013:4) also intimates that, because City Councils are vital to economic growth, it is important to ensure their smooth running so that long-term growth and development can be established with fewer obstacles. The long-term growth referred to by Mulcahy (2013) can indeed be achieved if employees are retained and well managed so as to perform at a significantly high level.

II. METHODOLOGY

A quantitative approach was employed for this research. The research instruments used in the collection of data were structured questionnaires. The questionnaires included a consent form authorising the researcher to conduct their research and a cover letter assuring respondents of their anonymity. The questions presented were in line with the research questions and objectives of this study. The researchers employed a 5-point Likert scale as it allowed respondents to indicate the degree to which they agreed or disagreed with a series of statements (Saunders *et al.*, 2009). For this study, the target population is the Human Resources Department at Masvingo City Council in Zimbabwe. This involves all employees who were on a professional career path in the different disciplines within Masvingo City Council. Masvingo City Council employs a total of 72 professionals. All 72 professionals were involved in the study.

Since the target population was relatively small for this study, the survey method was used, and each element formed part of the target population. Thus, there was no need for the selection of a sample. After collecting the questionnaires from the respondents, the researcher reviewed the questionnaires with the purpose of establishing if the respondents had completed and answered all the questions. The researcher captured the data obtained from the questionnaires to form a data set. Thereafter, since the questionnaires were pre-coded, the Statistical Package for the Social Sciences (SPSS) version 24 for Windows, which is the latest version, was used to analyse the responses. Fisher's exact test and the Pearson's chi-square test were used to test the hypotheses. The researcher employed the services of a statistician for the analysis of the statistical information.

Statements of Hypotheses

The main aim of this study was to investigate the impact of talent management on employee performance at the Masvingo City Council in Zimbabwe. For the purpose of this study, the hypotheses were tested using the Fisher's Exact test and the Pearson Chi-Square test values.

Hypothesis 1

H0¹ There is a significant relationship between attracting talented employees and implementing talent management at Masvingo City Council.

Table 1 Analysis of data for attracting talented employees and implementing talent management (n = 67)

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	39.266 ^a	9	0.000
Likelihood Ratio	31.188	9	0.000
Fisher's Exact Test	26.608		0.000
Linear-by-Linear Association	22.136 ^b	1	0.000
N of Valid Cases	67		

*Pearson Chi-squared = 39.266^a, df = 9, Significance p<0.05.

*Fisher’s Exact Test = 26.608, Significance $p < 0.05$.

Table 1.0 reveals that both the Pearson’s Chi-Square test result ($p < 0.05$) and the Fisher’s Exact Test result ($p < 0.05$) produced a highly significant correlation between attracting talented employees and implementing talent management at Masvingo City Council. Therefore, the hypothesis is accepted. According to Kyndtet *al.* (2009:97), the retention of talented employees is an advantage to an organisation because employees’ knowledge and skills are central to an organisation’s ability to be economically competitive. Retaining talented productive employees and eliminating poor performing employees is essential to the long run success of any City Council and Masvingo is no exception.

Hypothesis 2

H0² There is a significant relationship between the implementation of talent management and employee engagement at Masvingo City Council.

Table 2 Relationship between implementation of talent management and employee engagement (n = 67)

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.886 ^a	12	0.004
Likelihood Ratio	22.670	12	0.031
Fisher's Exact Test	23.034		0.008
Linear-by-Linear Association	11.752 ^b	1	0.001
N of Valid Cases	67		

*Pearson Chi-squared = 28.886^a, df = 12, Significance $p < 0.05$.

*Fisher’s Exact Test = 23.670, Significance $p < 0.05$.

As shown in Table 2, the Pearson Chi-square test value ($p < 0.05$) is significant. There is a significant relationship between the successful implementation of talent management and employee engagement. In addition, the Fisher’s Exact Test value ($p < 0.05$) supports a significant relationship between successful implementation of talent management and employee engagement. Therefore, the hypothesis is accepted. According to Aljunaibai (2014:1), organisations that are interested in increasing employee engagement should establish proper talent management systems that focus on talent development and support from management. Thus, talent management initiatives will make employees more committed and engaged with their job. Furthermore, talent management enables employees to feel engaged, appreciated and valued, and aligned to the organisation’s goals and objectives (Davies and Davies, 2010:87).

Hypothesis 3

H0³ There is a significant relationship between employees feeling empowered to take responsibility of their personal development and how much they feel their inputs are valued at Masvingo City Council.

Table 3 Analysis of data for employees feeling empowered to take responsibility of development and how their inputs are valued (n=67)

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	18.606 ^a	12	0.098
Likelihood Ratio	18.700	12	0.096
Fisher's Exact Test	17.240		0.094
Linear-by-Linear Association	3.314 ^b	1	0.069
N of Valid Cases	67		

*Pearson Chi-squared = 18.606^a, df = 12, Significance $p > 0.05$.

*Fisher’s Exact Test = 17.240, Significance $p > 0.05$.

Table 3.1 above, reveals that both the Pearson Chi-square test value ($p > 0.05$) and the Fisher’s Exact Test value ($p > 0.05$) indicate that there is no relationship between employees feeling empowered to take responsibility of their personal development and how they feel their inputs were valued at Masvingo City Council. Therefore, the hypothesis is rejected. According to Tahir (2015:4), employee empowerment should encompass both giving authority to make decisions regarding how to work and enhance individual development. In addition, Ongori and Shunda (2008:85) concur that employee empowerment should provide the workforce with job enrichment, opportunities for their input and contributions to be heard, and having authority as well as control over their personal development.

Hypothesis 4

H0⁴ There is a significant relationship between employees feeling empowered to take responsibility of their personal development and their motivation at Masvingo City Council.

Table 4 Relationship between employees feeling empowered to take responsibility of their personal development and motivation (n = 67)

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	33.673 ^a	12	0.001
Likelihood Ratio	23.592	12	0.023
Fisher's Exact Test	23.373		0.005
Linear-by-Linear Association	6.398 ^b	1	0.011
N of Valid Cases	67		

*Pearson Chi-squared = 33.673^a, df = 12, Significance $p < 0.05$.

*Fisher’s Exact Test = 23.373, Significance $p < 0.05$.

As shown in Table 4, the Pearson Chi-square test value ($p < 0.05$) and the Fisher’s Exact Test value ($p < 0.05$) produced a significant result. The test statistics show that the hypothesis is accepted. Therefore, there is a relationship between employees feeling empowered to take responsibility of their personal development and their motivation. Dobre (2013:58) states that employee motivation is influenced by numerous factors, such as salaries, working conditions, leadership styles, and empowerment, as well as personal development. In support of this, a study conducted by Gollin and Kaji (2015:641) on the impact of empowerment for personal development on motivation in the Turkish pharmaceutical sector found out that there is a strong relationship between empowerment for personal development and employee motivation.

Hypothesis 5

H0⁵ There is a significant relationship between employees reaching their performance targets and understanding their roles at Masvingo City Council.

Table 5 Analysis of data for employees reaching their performance targets and understanding their roles (n = 67)

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	82.253 ^a	12	0.000
Likelihood Ratio	26.027	12	0.011
Fisher's Exact Test	24.940		0.006

Linear-by-Linear Association	17.848 ^b	1	0.000
N of Valid Cases	67		

*Pearson Chi-squared = 82.253^a, df = 12, Significance p<0.05.

*Fisher’s Exact Test = 24.940, Significance p<0.05.

As illustrated in Table 5, the Pearson’s Chi-square test ($p < 0.05$) and the Fisher’s Exact Test ($p < 0.05$) are highly significant. The results reflect that there is a significant relationship between employees reaching their performance targets and understanding their roles at Masvingo City Council in Zimbabwe. Therefore, the hypothesis is accepted. According to Jomon and Srikanth (2013:106), it is understandable that employees who do not understand their roles can also face challenges in meeting their performance targets; therefore, employees must understand their roles. In addition, Suan and Nasurdin (2013:321) posit that role clarity has a positive effect on employee performance as it allows the employees to receive and understand information required to perform their jobs effectively.

Hypothesis 6

H0⁶ There is a significant relationship between the successful implementation of talent management and employee performance at Masvingo City Council.

Table 6 Relationship between successful implementation of talent management and employee performance. (n= 67)

Statement B5.1 and B6.6	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	45.888 ^a	16	0.000
Likelihood Ratio	31.538	16	0.011
Fisher's Exact Test	26.670		0.006
Linear-by-Linear Association	14.402 ^c	1	0.000
N of Valid Cases	67		

*Pearson Chi-squared = 46.762^a, df = 16, Significance p<0.05.

*Fisher’s Exact Test = 23.096, Significance p<0.05.

Table 6.1 reveals that both the Pearson’s Chi-Square test result ($p < 0.05$) and the Fisher’s Exact Test result ($p < 0.05$) produced a significant result. The Pearson’s Chi-Square value of 45.888 is greater than the χ^2 cut-off value of 26.296. Therefore, the hypothesis is accepted. As shown in Table 6.1, the results indicate that there is a significant relationship between the successful implementation of talent management and employee performance at Masvingo City Council in Zimbabwe. According to Maya and Thamilselvan (2013:445), the successful implementation of talent management enables the organisation to create and continuously optimise the human resources required to execute the organisational strategy. In support, Ogbeta *et al.* (2015:67) state that employees in an organisation with adequate talent management programs, strategies, policies, and practices are likely to perform better. Maya and Thamilselvan (2013:444) conducted research on the impact of talent management on employee performance and organisational efficiency in Chennai City. The findings of their research revealed that there was a significant relationship between talent management and employee performance.

III. RESULTS AND DISCUSSION: A DESCRIPTIVE ANALYSIS

According to Gray (2014:566), descriptive analysis involves the creation of a summary of a survey, in terms of the key variables being researched. The section that follows analyses the scoring patterns of the respondents on talent management, employee performance, and retention strategies. Where applicable, levels of disagreement were collapsed to show a single category of “Disagree”. A similar procedure was followed for the levels of agreement. The results are first presented using numbered tables and figures of summarised percentages for the variables that constitute each section.

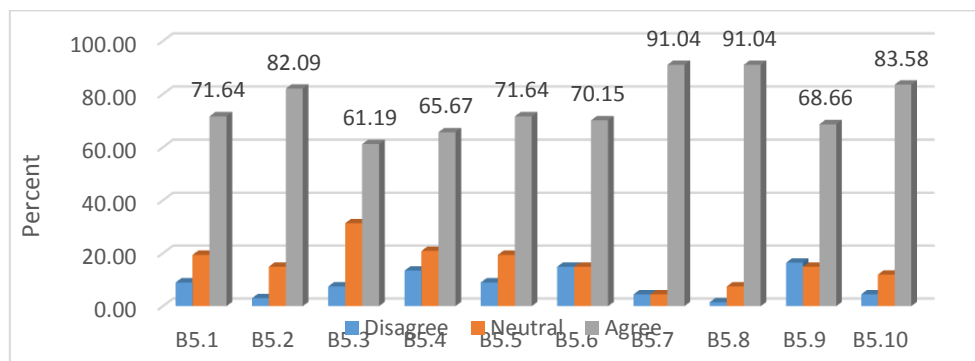
Descriptive Analysis and Discussion Relating to Talent Management

This section deals with the analysis of the descriptive statistics relating to talent management. Table 7 and Figure 1 below show the summary of the scoring patterns of the respondents regarding talent management at Masvingo City Council.

Table 7The summary of the scoring patterns relating to talent management (n=67)

STATEMENT		RESPONSE OPTIONS			Total
		Disagree	Neutral	Agree	
B7.1	Talent management is implemented successfully in this organisation to advance employees.	6	13	48	67
		9%	19.4%	71.6%	100%
B7.2	I feel empowered to take responsibility of my personal development.	2	10	55	67
		3.0%	14.9%	82.1%	100%
B7.3	My inputs, suggestions, and ideas are valued.	5	21	41	67
		7.5%	31.3%	61.2%	100%
B7.4	I have an idea about my career plan in the next 12 months in the organisation.	9	14	44	67
		13.4%	20.9%	65.7%	100%
B7.5	This organisation attracts highly talented employees.	6	13	48	67
		9%	19.4%	71.6%	100%
B7.6	I am satisfied with my chances of promotion.	10	10	47	67
		14.9%	14.9%	70.1%	100%
B7.7	This is a good place for training and development.	3	3	61	67
		4.5%	4.5%	91.0%	100%
B7.8	I understand my role and how I can help the organisation to achieve its aims.	1	5	61	67
		1.5%	7.5%	91.0%	100%
B7.9	I am satisfied by the organisation’s personnel policies.	11	10	46	67
		16.4%	14.9%	68.7%	100%
B7.10	My manager supports my personal development so that I can reach my full potential.	3	8	56	67
		4.5%	11.9%	83.6%	100%

Figure 1The summary of the scoring patterns relating to talent management (n=67)



In relation to Figure 1, above, the majority of the respondents, 71.6 per cent, revealed that talent management is implemented successfully at Masvingo City Council to advance employees (statement B7.1). Altinoz and Cop (2013:43) state that organisations are operating in an age where technological advances are fast and,

consequently, cultural, social, and political changes are inevitable. Therefore, organisations should manage their talent effectively and must develop their employees together with the creation of an organisational culture of development, where potential employees become the process with shared responsibility (Rebeták and Farkašová, 2014:870).

Statement B7.2 in relation to responsibility for personal development indicates that most of the respondents, 82.1 per cent, at Masvingo City Council indicated that they felt empowered to take responsibility of their personal development. According to Dehghaniet al. (2014:1133), employee empowerment is when the employees are given a chance to be innovative, take risks to promote the goals and objectives of the organisation, as well as learn throughout the process. In addition, Figure 4.3 illustrates that a significant portion of the respondents, 62.2 per cent, revealed that their inputs, suggestions, and ideas were valued at Masvingo City Council; against a mere 7.5 per cent who indicated that their ideas and suggestions were not valued (statement B5.3). As shown in Figure 7.3, statement B5.4 in relation to career planning indicates that 65.7 per cent of the respondents had an idea about their career plan across the next 12 months within the organisation. According to Shimaoka (2015:452), career planning begins with choices concerning the job, the job tasks, performance levels, and personal development. In addition, management supports these choices through the way it manages its talent, by matching employees’ interests and talents with opportunities in the organisation (Shimaoka, 2015:452).

In addition, 71.6 per cent of the respondents indicated that Masvingo City Council attracts and employs highly talented employees (statement B7.5). The competition for the best employees is increasingly becoming tougher and organisations are maximising the degree of acceptance of their employment offers by candidates through efficient recruitment and selection programmes, the tasks that the job involves and attractive compensation packages (Pastor, 2012:415).Figure 4.3 illustrates that70.1 per cent of the respondents were satisfied with their chances of promotion at Masvingo City Council; against 14.9 per cent of the respondents who were not satisfied with their chance of being promoted (Statement B7.6). Promotion in the workplace is when an employee advances or progresses to a higher hierarchical position in an organisation and it should be fair (Odeku, 2013:867). Figure 4.3, statement B7.7 indicates that a highly significant number of the respondents (91.0%) revealed that Masvingo City Council is a good place for training and development. In addition, Statement B5.8, in relation to work roles, indicates that 91.0 per cent of the respondents understand their work role and how it helps the organisation to achieve its aims. According to Beliaset al. (2015:326), workers experience numerous and different expectations, both from colleagues and supervisors, in an effort to carry out their roles effectively. Therefore, employees must have clear and unambiguous roles (Belias ., 2015:326)

Furthermore, 68.7 per cent of the respondents were satisfied by the organisation’s personnel policies, 16.4 per cent of the respondents were not satisfied with the personnel policies at Masvingo City Council (statement B7.9). According to Tohidi (2010:926), personnel policies in an organisation ensures that all employees follow the set rules and procedures and ensures that they are consistently applied. In relation to management support, statement B7.10 reveals that 83.6 per cent of the respondents indicated that their manager supports their personal development so that they can reach their full potential. In support, Abdullah and Jins (2015:549) state that for employee development to effectively take place, management must be involved and support the process.

Descriptive Analysis and Discussion Relating to Employee Performance

The descriptive analysis relating to employee performance is outlined in this section. Figure 2 and Table 8 below show the percentile summary of the scoring patterns relating to employee performance.

Table 8 The summary of the scoring patterns relating to employee performance (n=67)

STATEMENT		RESPONSE OPTIONS			
		Disagree	Neutral	Agree	Total
B8.1	I receive regular feedback on my performance.	14	12	41	67
		20.9%	17.9%	61.2%	100%
B8.2	I am motivated to contribute more than is usually required.	5	16	46	67
		7.5%	23.9%	68.7%	100%
B8.3	I am involved in decision making that affect my performance.	14	17	36	67
		20.9%	25.4%	53.7%	100%

B8.4	The performance review process provides me with accurate information about my strengths and weaknesses	11	20	36	67
		16.4%	29.9%	53.7%	100%
B8.5	In the organisation, people are rewarded for outstanding performance.	16	18	33	67
		23.9%	26.9%	49.3%	100%
B8.6	I always reach my performance target.	5	7	55	67
		7.5%	10.4%	82.1%	100%
B8.7	Poor performance is adequately managed.	7	17	43	67
		10.4%	25.4%	64.2%	100%
B8.8	I perform well because I am satisfied with what I earn.	20	12	35	67
		29.9%	17.9%	52.2%	100%
B8.9	I cannot perform well due to a lack of resources.	28	8	31	67
		41.8%	11.9%	46.3%	100%
B8.10	I perform well because I have a supportive supervisor.	4	7	56	67
		6.0%	10.4%	83.6%	100%

Figure 2 The summary of the scoring patterns relating to employee performance (n=67)

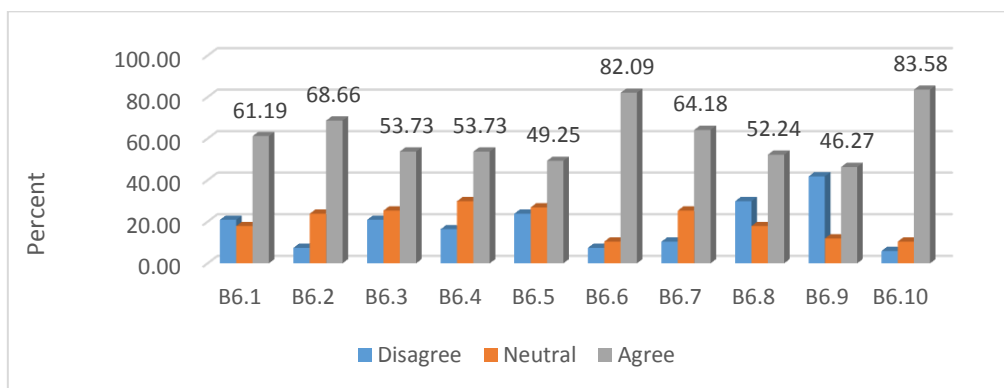


Figure 2 statement B8.1, in relation to feedback, indicates that 62.2 per cent of the respondents revealed that they received regular feedback regarding their performance, while 20.9 per cent of the respondents indicated that they did not receive feedback on their performance. According to Andiola (2014:2), feedback relating to performance is important in almost all organisations as both a developmental and motivational tool. In addition, Figure 2 shows that 53.7 per cent of the respondents were involved in decision making that affected their performance. Of the respondents, 20.9 per cent indicated that they were not involved in the decisions that affected their performance (statement B8.3). Bedarka and Pindita (2014:109) postulate that involving employees in making decisions that affect their performance is important in designing and developing an effective performance measurement system.

In relation to performance review, Figure 2 (statement B8.4) illustrates that most of the respondents (53.7%) revealed that the performance review process provided them with accurate information about their strengths and weaknesses. According to Osmani and Maliqi (2012:436), the performance management review process is incomplete without providing feedback with the strengths and weaknesses of the employees. Of the respondents, 49.3 per cent indicated that employees at Masvingo City Council were rewarded for outstanding performance; while 23.9 per cent disagreed that employees were rewarded for outstanding performance (statement B8.5). According to Gohari and Ahmadloo (2013:549), rewarding employees for outstanding performance is essential as an incentive and a strong motivator to appreciate the efforts of employees.

In Figure 2, statement B8.7, relating to performance, 64.2 per cent of the respondents revealed that poor performance was adequately managed at Masvingo City Council; whereas 10.4 per cent of the respondents indicated that poor performance was not adequately managed. Daoanis (2012:55) states that performance

management is an important tool to measure the frameworks set by any organisation to its employees and use the measures to track individual contribution and performance against set goals. As illustrated by Figure 2, 52.2 per cent of the respondents indicated that they perform well because they are satisfied by their compensation (statement B8.8). This result corresponds with a study that was conducted by Bryson *et al.* (2011:433) on how salaries improve employee performance. The study found that employee performance improves when they have good compensation packages. Statement B8.9, in relation to resources, indicates that 43.6 per cent of the respondents claimed that they did not perform well due to a lack of resources. Also, the figure shows that majority of the respondents (83.6%) indicated that they performed well because they had supportive supervisors.

For this study, it is recommended that management at Masvingo City Council ensures that outstanding performance is rewarded in the organisation. The findings indicate that a outstanding performance was not being rewarded at Masvingo City Council. Therefore, programs should be developed and implemented to recognise outstanding performance in order to deter employees from leaving the organisation. Also, top management at Masvingo City Council should provide regular feedback to employees regarding their performance. In addition, the feedback should be accurate and have both the employees' strengths and weaknesses. The results indicate that there is a significant relationship between employees receiving regular feedback on their performance and the performance review process providing employees with accurate information about their strengths and weaknesses.

Furthermore, management at Masvingo City Council should involve employees in the decision-making process. A considerable number of respondents indicated that they were not involved in making decisions that affect their performance. Therefore, top management should allow employees to participate through joint consultation in decision making, goal setting, teamwork, and other measures through which an organisation attempts to achieve organisational performance. In the same vein, the Masvingo City Council should value input and ideas from employees. A significant number of respondents revealed that their ideas and input were not valued at Masvingo City Council. Valuing the ideas and input of employees will entwine them to the organisation, which will result in a higher retention rate. In addition, employees are motivated to perform effectively when their input and ideas are valued, thus, employee performance will also improve.

This study also reveals that a significant number of the respondents did not agree that they performed well because they were satisfied with what they learned. Therefore, top management at Masvingo City Council should ensure that the training methodologies employed are the ones preferred by employees. Moreover, training manuals should be simple and understandable, and the delivery method should be convenient to the employees. In addition, evaluation should be conducted at the end of each training program to determine the effectiveness of the program delivered in order to make improvements. Finally, it was found that most of the respondents revealed that if they got another offer for a better job elsewhere, they felt it was right to leave Masvingo City Council. Therefore, top management at Masvingo City Council should ensure that retention strategies adopt the commitment-based approach. The essence of the commitment-based approach is to draw out employee commitment, which in turn will produce both better organisational performance and greater human development.

IV. CONCLUDING REMARKS

This study was carried out to investigate the impact of talent management on employee performance and retention strategies and it was an in-house investigation at Masvingo City Council in Zimbabwe. The need to determine whether talent management practices have an impact on employee performance is what prompted this study. Findings indicate that the pressure on public sector departments to attract, develop, and retain talent in today's dynamic and competitive environment is increasing. Regardless of how vast a public sector organisation may be or how exceptional the services are, it is impossible to survive in the long run without a high-performance workforce. To ensure that a high-performance workforce is retained, talent management and retention strategies must be put in place.

The talent management practices an organisation has in place will directly have an impact on employee performance. The study further concludes that talent management plays a vital role in ensuring that high potential and high-performance employees are retained in the organisation. Thus, public sector organisations must adopt a talent mind-set to remain fully and effectively operational in the long run. Retention of core skills in the organisation and ultimately transferring these skills to other employees leads to an improvement in service delivery for public sector organisations. The study proposed recommendations and guidelines that can be applied to enhance employee performance by effectively optimising talent management.

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