AN EVALUATION OF TALENT MANAGEMENT SYSTEM IN THE
ZIMBABWEAN HEALTHCARE INDUSTRY: A CASE OF
PARIRENYATWA GROUP OF HOSPITALS
(FEBRUARY 2009-JUNE 2013)

By

Charles Mudimu

A DISSERTATION SUBMITTED TO THE GRADUATE SCHOOL OF
MANAGEMENT
UNIVERSITY OF ZIMBABWE
In Partial Fulfillment of the Requirements for the
MASTERS DEGREE IN BUSINESS ADMINISTRATION (MBA)
AUGUST 2013

Supervisor: Dr R.M. Rusike
DECLARATION
I, Charles Mudimu, do hereby declare that this dissertation is the result of my own investigation and research, except to the extent indicated in the Acknowledgements, References and by comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.

Student signature _______                                   Date_________

Supervisor’s Signature _________                  Date:_________
DEDICATION

To my dear mother, whose prayers are to see me excelling in all facets of my life.

To my wife and children whose unqualified love and cherished support enabled me to attain this priceless possession.
ACKNOWLEDGEMENTS
This study would not have been successful without the support provided by a number of people and organisations. I am grateful to the management at Parirenyatwa Group of Hospitals for granting me the permission to carry out this study at their organisation and also having access to the organisational information. To those respondents, particularly the managers who voluntarily responded to my questionnaires and interviews, God shall bless you. Without your support the study would have failed to see the light of the day.

My undistinguished gratitude goes to my supervisor Dr R.M. Rusike for providing the invaluable guidance and advice which helped in shaping this final report. His meticulous approach to my work is incalculable. I am also very much indebted to all lecturers at the University of Zimbabwe’s Graduate School of Management whose wisdom I acquired and enabled the conduction of this study. To them I say continue with this unparalleled work, only the sky is the limit.

I owe a lot of indebtedness to Ms Rosemary Hare for assisting me with the typing, type-setting and printing of this final report. Your support was immense and heart-rending. More so, to my friends who provided the necessary support during this energy supping moment, I say to you, blessed you are.

I run short of words in revealing my indebtedness to my wife and children whose tremendous support and sacrifice enabled me to realise my potential. Economically, socially and religiously you were starved, but you persevered. I will forever cherish your support.

Above all I want to thank the Almighty God who gave me the health and strength to carry out my studies to their logical conclusion. Praise goes to the Most High.
ABSTRACT
This study focuses on talent management in the healthcare industry. Talent retention and engagement are perceived to be among the challenges facing human capital management and this is compounded by lack of strategies to motivate employees so that they can attain organisational citizenship. This research, thus, seeks to find out the major talent management practices at PGH which are aimed at closing the talent pipe-line gaps and also bringing about talent retention and engagement.

The study highlights the existing talent management processes namely; recruitment and attraction, compensation and rewarding, workforce and succession management, performance management and training and development. The different talent management models are also highlighted in the research. These include the Collings and Mellahi model and the Develop-Deploy-Connect model. The models’ major thrust is improved organisational performance.

The word ‘talent’ is used differently in different organisations. At PGH the term ‘skill’ is used synonymously to talent. The research reveals that talent management is currently suffering from theoretical problems since the extant literature concentrates on anecdotal information. Qualitative methods comprising of personal interviews and document analysis were utilised in this research with the aid of a case study approach. The research sample comprised of managers at PGH.

The research manifests that PGH recognises that talent management is a panacea for talent retention and engagement. However, the process is facing operationalisation challenges since the practices are partially implemented. It is highly recommended that PGH puts in place a strategy for managing the different generations at the organisation. Furthermore, the organisation needs to synchronise its strategic plan with the talent management strategy. After identifying the gaps related to talent the organisation needs to come up with strategies to close these gaps. The research closes by encouraging future
researchers to analyse the relationship between talent management and millennials’ performance.
<table>
<thead>
<tr>
<th>ACRONYMS</th>
<th>EXPANSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIV</td>
<td>Human Immune Virus</td>
</tr>
<tr>
<td>JNC</td>
<td>Joint Negotiating Committee</td>
</tr>
<tr>
<td>MDC</td>
<td>Movement for Democratic Change</td>
</tr>
<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>OECD</td>
<td>Organisation for Economic and Co-operation and Development</td>
</tr>
<tr>
<td>PESTLG</td>
<td>political, economic, social, technological, legal and global</td>
</tr>
<tr>
<td>PGH</td>
<td>Parirenyatwa Group of Hospitals</td>
</tr>
<tr>
<td>UNISIC</td>
<td>United Nations International Standard Industrial Classification</td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organisation</td>
</tr>
<tr>
<td>ZANU PF</td>
<td>Zimbabwe African National Union Patriotic Front</td>
</tr>
</tbody>
</table>
# TABLE OF CONTENTS

- DECLARATION ................................................................. i  
- DEDICATION .................................................................................. iii  
- ACKNOWLEDGEMENTS .............................................................. iv  
- ABSTRACT ............................................................... v  
- ACRONYMS ................................................................. vii  
- TABLE OF CONTENTS ................................................ viii  

## CHAPTER ONE ................................................................................. 1

### INTRODUCTION TO THE STUDY ................................................. 1

1.1 Introduction to the Study ......................................................... 1  
1.2 Background to the Healthcare Industry ................................... 2  
1.2.1 Structure of Health Services Delivery in Zimbabwe ............... 2  
1.2.2 Trends and Current Status of Human Resources for Health .... 4  
1.2.3 Organisational background .................................................. 5  
1.2.4 External Environmental Scan .............................................. 6  
1.2.5 Internal Environmental Scan .............................................. 10  
1.3 Research Problem ................................................................. 12  
1.4 Research Objectives .............................................................. 13  
1.5 Research Questions .............................................................. 13  
1.6 Research Propositions ......................................................... 14  
1.7 Justification of Research ....................................................... 14  
1.8 Scope of the Research .......................................................... 16  
1.9 Limitations to the Study ......................................................... 16  
1.10 Dissertation Structure .......................................................... 16  
1.11 Chapter Summary ............................................................... 17

## CHAPTER TWO ................................................................................. 19

### LITERATURE REVIEW ON TALENT MANAGEMENT ....................... 19

2.1 Introduction ......................................................................... 19  
2.2 Definition of Terms .............................................................. 19  
2.2.1 Talent .............................................................................. 19  
2.2.2 Talent Management .......................................................... 20  
2.3 Theories Underpinning Talent Management ......................... 23  
2.3.1 Building an Employer Brand ............................................ 23  
2.3.2 Talent Branding ............................................................... 24  
2.2.3 Managing the Older Worker ............................................. 24  
2.2.4 Managing the Millennials ................................................ 25  
2.3 Strategic Perspectives in Talent Management ..................... 26  
2.3.1 Process Perspective .......................................................... 26  
2.3.2 Cultural Perspective ......................................................... 26  
2.3.3 Competitive Perspective .................................................. 26  
2.3.4 Developmental Perspective .............................................. 27  
2.3.5 Human Resources Planning Perspective ............................ 27  
2.3.6 Change Management Perspective ................................... 27  
2.4 Talent Management Process .............................................. 29  
2.4.1 Recruiting and Talent Acquisition .................................... 30  
2.4.2 Compensation Management ........................................... 31  
2.4.3 Workforce and Succession Management ......................... 32
APPENDIX 3: AUTHORISATION BY PGH TO CARRY OUT THE STUDY. .................... 117
LIST OF TABLES

Table 1.1: Mckinsey 7 S Elements .................................................................10
Table 2.1: Operationalisation of human resources management according to talent Management perspectives ........................................28
Table 3.1: Research Strategies .................................................................48
Table 3.2: Sampling procedures .............................................................54
Table 3.3: Research sample .................................................................56
Table 4.1: Respondents’ age profile .........................................................69
Table 4.2: Length of Service at PGH .........................................................70
Table 4.3: PGH appointment statistics for the period January to June 2013 .................................................................75
Table 4.4: Statistics of foreign personnel employed at PGH ....................75
Table 4.4: PGH resignations as at 30 June 2013 ......................................82
LIST OF FIGURES

Figure 1.1 Entrance into the hospital’s Casualty Department..................5
Figure 2.1: Talent management process...........................................30
Figure 2.2: Towers Watson Total Rewards Model................................32
Figure 2.3: Engagement levels across the workforce............................36
Figure 2.4: Leadership success factors for Kaiser.................................38
Figure 2.5: Collings and Mellahi talent management model.....................40
Figure 2.6: The Develop-Deploy-Connect talent management model.........41
Figure 4.1: Respondents’ Gender profile...........................................68
Figure 4.2: Employee career progression profile..................................70
Figure 4.3: Recruitment and attraction management practice..................74
Figure 4.4: Compensation and rewarding management practices..............76
Figure 4.5: Learning and development management practices..................78
Figure 4.6: Performance management practices..................................79
Figure 4.7: Employee succession management....................................81
Figure 4.8: Engagement index for PGH managers.................................83
CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 Introduction to the Study
While in the past human job seekers faced the challenge of occupation shortage, nowadays organizations, especially in developed countries, are grappling with talent scarcity resulting in high demand for talent (D’Amato and Herzfelt, 2008). To those in the Human Resources Management field, talent management has become the panacea to talent scarcity. However, caution should be taken that talent management is a broad and complex field. Some of the talent management aspects apply to every organisation no matter the size, type or location of an organisation’s industry (Raymond, 2010). To this regard, talent management has gained prominence in human resources management; hence organisations need to allocate sufficient resources and specific attention to talent management for their survival (Webster, 2008). Corporations have learned that, depending on what their business strategy is and what challenges they may face, at any given time they need the right talent to execute that strategy or deal with those challenges (Gebelein, 2006).

A review of the talent management concepts reveals that there is a strategic imperative for organisations to manage talent (Blass, 2007). Health is important for the good of the nation. As such, there is need for further research within the Zimbabwean health delivery system to have a better insight into the management of the people who ensure that diseases are prevented and eradicated. Doctors, nurses and other paramedics are leaving Zimbabwe to countries perceived to have better economies (Jong-wook, 2006). These could be symptoms that all is not well in the healthcare industry particularly in the Public Sector. This research aims to provide information on talent management and its effects on employee engagement.

The study focused on evaluating the talent management systems in the Zimbabwean healthcare industry. Parirenyatwa Group of Hospitals (PGH) is used as
the case study in understanding the talent management systems in the Zimbabwean healthcare industry.

1.2 Background to the Healthcare Industry
The United Nations International Standard Industrial Classification (UNISIC) defines a healthcare industry as a sector consisting of hospital activities, medical and dental practice activities, and other human health activities (en.wikipedia.org/wiki/Health_care_industry accessed on 20 April 2013). Healthcare is one of the most innovative and dynamic industries, thus continuous advancements in healthcare services, medical equipment and medical procedures and the drive for the well-being of the human population are paramount. The industry is labour intensive hence the need for proper management of the human resources.

1.2.1 Structure of Health Services Delivery in Zimbabwe
Health service delivery in Zimbabwe is structured in four tiers which represent incremental levels of complexity of these services (Tarimo, 1999). The Public Health Services consists of the following tiers:

i. The community level
Preventive and promotive health services are the main focus at this level. Services are provided mainly by village community workers and community based distributors of family planning pills and condoms (Tarimo, 1999). These cadres are the link between the community and the formal health system and are supervised by workers at the primary level of health services delivery. Nineteen percent of the villages, country wide, are estimated to have active village health workers (Chetsanga, 2004). The causes of the shortage of community health workers include the cessation of the village health worker training programme in most districts, poor remuneration and internal competition arising from non-harmonisation of incentives.
ii. The Rural Health Centre level
It is at this level that the community makes first contact with the formal health system. Promotive, preventive and limited clinical services are provided by rural health centres/clinics and rural hospitals (Tarimo, 1999).

iii. The District level
Health services delivery is managed by the District Health Executive headed by the District Medical Officer. Promotive and preventive health services in the district are coordinated from this level. The level provides supervisory support to Rural Health Centres and rural hospitals and other primary care level facilities. The district is the first referral level for clinical services. Facilities which provide clinical services at this level are the district hospitals and mission hospitals. Patients get to be seen by a doctor at this level.

iv. The Provincial level
The provincial level is the third tier in the organisation of the public health system in Zimbabwe. The major role of the provincial level is to support health services delivery within the province through supervision of District Health Executives, monitoring and evaluating the implementation of promotive and preventive health programmes throughout the province, provision of logistical and technical support to all district and mission hospitals. Preventive and promotive services are co-ordinated from provincial headquarters where the Provincial Health Executive, headed by the Provincial Medical Director, is based. The curative services are co-ordinated from the Provincial Hospital which is the referral hospital for all district and mission hospitals and other appropriate health facilities within the province. The hospital is also the referral centre for other emergencies outside the existing referral system (Tarimo, 1999).

v. The Central Level
This consists of six central referral hospitals for curative services. They are also teaching hospitals. These hospitals are Parirenyatwa Group of Hospitals, Harare
Central Hospital, Chitungwiza Central Hospital, Mpilo Central Hospital, United Bulawayo Hospital and Ingutsheni Central Hospital. These central hospitals receive patients referred from all provincial hospitals and from other health institutions in the country. The level also includes Ministry of Health and Child Welfare Head Office. The Ministry of Health and Child Welfare Head Office’s function is to co-ordinate, monitor, evaluate and regulate all the levels (Tarimo, 1999).

1.2.2 Trends and Current Status of Human Resources for Health
Human Resources for Health (HRH) are arguably the most critical component of a health delivery system (Madzorera, 2009). A critical component required for efficient delivery of health services is an appropriately trained, skilled and well-motivated workforce. The Ministry of Health and Child Welfare is giving human resources high priority, in order to increase access to trained human resources and to achieve both the National Health Strategy and the Millennium Development Goals.

Zimbabwe has a physician density of 0.6, a nurse density of 0.72 and an overall density of 1.23 health staff per 1 000 population (Madzorera, 2009). According to the World Health Organisation (WHO), as cited by Madzorera (2009), in order to be able to achieve its Millennium Development Goals (MDGs) Zimbabwe should achieve a health worker density of at least 250 doctors, nurses and midwives per 100 000 population.

Zimbabwe’s health delivery system has over the past few years been hampered by a massive internal and external brain and skills drain (Chetsanga, 2004). By 2006 Zimbabwe had 237 medical doctors working in the Organisation for Economic and Cooperation Development (OECD) countries (Jong-wook, 2006). This has resulted in the loss of experienced and qualified health professionals from the public sector. The remaining health professionals are now spread out thinly, to the extent that some institutions are now staffed by untrained cadres (Madzorera, 2009). This has reduced access for the population to treatment by trained and experienced health workers. The exodus has also reduced capacity to train and mentor additional health professionals.
1.2.3 Organisational background
PGH started as a small hospital in the city of Salisbury in 1890. The hospital was named Andrew Fleming Hospital, in recognition of the Principal Medical Officer to the British South Africa Company. By 1963 this Hospital had a group of hospitals which included Salisbury Central Hospital, Princess Margaret Hospital, Lady Chancellor Maternity Hospital, Orthopaedic Centre, and African Outpatient Clinic. By 1974 the Andrew Fleming Hospital was commissioned (www.parihosp.gov.zw/ retrieved 20 April 2013).

Figure 1.1 Entrance into the hospital’s Casualty Department

Source: www.parihosp.gov.zw

Following independence in 1980, the hospital was renamed Parirenyatwa Hospital in honour of Dr Tichafa Samuel Parirenyatwa (1927-1962). Dr Parirenyatwa was the first black Zimbabwean to qualify as a medical doctor (en.wikipedia.org/wiki/Parirenyatwa_Hospital accessed on 20 April 2013). Parirenyatwa Group of Hospitals is the largest medical centre in Zimbabwe.

Besides the general medical and surgical sections, the hospital is currently made up of Mbuya Nehanda Maternity Hospital, Sekuru Kaguvi Eye Hospital, Psychiatric Hospital and Several specialist and pediatric wards
The School of Nursing is located within the complex. It has three intakes of General Nurses per year for a three year Diploma. Some post-basic courses in Intensive Care, Theatre Nursing, Community and Ophthalmic Nursing are conducted at this institution. In trying to keep pace with the global management aspects the hospital introduced a quality management program in its major departments and sections in 2005 which also has its offshoots in the form of the talent management programme.

PGH has in excess of five thousand bed occupants and twelve surgical theatres in the main hospital complex alone and is one of the major patient referral institutions in Zimbabwe drawing its patients from across the length and width of the country. The hospital offers various clinical services. The institution also houses the College of Health Sciences of the University of Zimbabwe. The university's medical students train from this institution as from their third year until they complete their studies at the end of the fifth year. The hospital is also a training institution for those doctors who will be undertaking their two years internship programmes.

Parirenyatwa Group of Hospitals provides one of the best specialized services in Zimbabwe. Cancer is one of the emerging killer diseases which the hospital manages. Some cancer patients from Provincial Hospitals, Harare and Chitungwiza Central Hospitals are referred to this institution for management.

1.2.4 External Environmental Scan
It is important in business management and operations studies that an environmental scan is conducted so that the context under which the study is conducted is understood. In this study the PESTLG method was used to understand the human resources situation in Zimbabwe. PESTLG is an acronym for political, economic, social, technological, legal and global.
i. Political Environment
The political climate is currently calm with the opposing parties having formed a unity government in February 2009. One of the parties is a labour party. From independence until 1999 there was a strong relationship between government and labour. The government facilitated the formation of the Zimbabwe Congress of Trade Union soon after independence. In 1999 the labour body formed an opposition party that is, the Movement for Democratic Change (MDC). Through the formation of the labour party the fissures between government and labour increased. With labour backing its party more labour members won Parliamentary seats at the 2008 elections. MDC and Zanu PF talks of 2008/9 culminated in a government of national unity where three political parties are sharing power. The government compromised on labour policies, as naturally the contest among law makers seemed to be scoring party points rather than national interest. The Minister of Public Service has snubbed meetings with the Joint Negotiating Committee (JNC), the body which represents government workers.

ii. Economic Environment
Overall Gross Domestic Product growth is expected at 5% in 2013 mainly driven by mining, agriculture, manufacturing, tourism and construction (Biti, 2012). There is an unemployment rate estimated at over 80%. However, according to Biti (2012) there is a positive inflation estimated at below 5% in 2013. It is further hypothesized that industry capacity utilisation is below 40%. There is no significant Foreign Direct Investments to talk about and the creation of new jobs, to curb unemployment, across all industry sectors is not yielding any tangible results. It is believed that the call for total indigenisation by the responsible authorities in the country is deterring investors (Biti, 2012).

iii. Social Environment
The available pool of human resources in Zimbabwe is suffering severe constraints from the double impact of HIV/AIDS pandemic and the brain drain. HIV/AIDS affects the most economically and sexually active age groups, thereby reducing both the
quality and quantity of available manpower (Chetsanga, 2004). In many establishments, death due to HIV/AIDS is either the leading or one of the leading causes of employees’ exit from the company. Death and illness have since overtaken normal retirement and resignation as the leading causes of exit from employment. Zimbabwe has one of the highest total numbers of HIV infections in sub-Saharan Africa. The country is experiencing a declining life expectancy of not more than 35 years for both sexes (Chetsanga, 2004). Families are disintegrated as a result of high costs of living in urban areas and this exposes families and workforce to HIV/AIDS. Movement of people into remote farming lands affected the education and health of relocated children. Lack of liquidity in the rural areas has affected the ability of families to send their children to school thereby compromising the future skill pool of the nation. Low salaries according to trade unions has also affected rural folk livelihood as little money is send to the rural areas (Chetsanga, 2004). Due to the harsh economic situation there is now a sizeable number of beggars in the major towns’ streets. Street kids are now a common sight in the streets of Harare and other major towns.

iv. Technological Environment
Computerization, digitalization, robotisation and mechanisation of the work place have affected the way Human Resources Management is now designed and implemented. There is now a requirement to upgrade skills to match the demands of the labour market. Zimbabwe is generally lagging behind on this front with estimates of above ten years behind developed countries. Green recruitment is now a common feature in the developed world (Pellet, 2011). In Zimbabwe this phenomenon is still at its nascent stage. Distance or home working, tele-working, e-recruitment, e-reporting, have all changed the employment landscape but these are not common within the Zimbabwe work environment. To the Zimbabwean workers, distance is now doomed in terms of sending and receiving money. The Ecocash method of transmitting money has seen workers accessing their salaries with minimal challenges.
v. Legal Environment
Zimbabwean labour market is highly labour friendly. Due to the liberalization of the labour market it is difficult to terminate workers’ service. Workers are deliberately manipulating the labour laws to their advantage, for example, sick leave abuse. While workers in the private sector are governed by the Labour Relations Act [Chapter 28:01], the public workers are governed by the Public Service Act [Chapter 16:04] and the Health Service Act [Chapter 15:16]. In terms of development all workers are governed by the Manpower Planning and Development Act [Chapter 28:02]. The professional conduct of health workers is regulated by various professional councils which include the Medical and Dental Practitioners Council, Nurses Council, Pharmacists Council, to mention a few, as enshrined in the Medical, Dental and Allied Professions Act [Chapter 15:08]. These councils put in place guiding principles on the various workers’ professional conduct. Failure to adhere to these regulations can result in one being banished from practicing his/her area of specialty.

vi. Global Environment
The call for a globalised village has resulted in workers migrating to other countries for employment. According to Jong-wook (2006), data from Organisation for Economic Cooperation and Development (OECD) countries indicate that doctors and nurses trained abroad comprise a significant percentage of the total workforce in most of them, but especially in English speaking countries. The push factors for migration by health workers include lack of promotion prospects, poor management, heavy workloads, lack of facilities, a declining health service inadequate, living conditions and high levels of violence in their countries of origin. Prospects for better remuneration, upgrading qualifications, gaining experience, a safer environment and family related matters are among the pull factors. Jong-wook contends that in Zimbabwe 77% of final year university students were being encouraged by their families to migrate. Another reason for migration emanates from a growing number of middle income countries training health workers for international export and professional agencies which are also sourcing workers internationally. This
unsystematic migration has pushed the World Health Organisation to come up with a code of ethics policy on international health worker recruitment.

1.2.5 Internal Environmental Scan
It is important that an internal environmental scan be carried out so that strengths and weaknesses of the organisation are unravelled. In analysing the hospital’s internal environment the 7 S Mckinsey framework was applied. The basic premise of the model is that there are seven internal aspects of an organization that need to be aligned if it is to be successful (Peters, 2011). These aspects are strategy, structure, systems, shared values, skills, style and staff. The factors are divided into two groups as shown in table 1.1 below.

Table 1.1: Mckinsey 7 S Elements

<table>
<thead>
<tr>
<th>Hard Elements</th>
<th>Soft Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>Shared Values</td>
</tr>
<tr>
<td>Structure</td>
<td>Skills</td>
</tr>
<tr>
<td>Systems</td>
<td>Style</td>
</tr>
<tr>
<td></td>
<td>Staff</td>
</tr>
</tbody>
</table>


The hospitals’ internal environment is hereby analysed using the Mckinsey 7S factors.

i. Strategy
Parirenyatwa Group of Hospitals, like other government departments, has adopted the Results Based Management System (RBM). The organisation offers general services for the poor and middle income group and private service to the elite class. It accepts both medical aid card holders and cash patients to boost its revenue base.
ii. Structure
This is the way the organization is structured and who reports to whom (www.mindtools.com/pages/article/newSTR_91.htm accessed on 13 May 2013). As a government department Parirenyatwa Group of Hospitals has a bureaucratic management system. Human resources policies are crafted in consultation with the Health Service Board and the Ministry of Health and Child Welfare Head Office. While the institution may source funds through various means the bulk of the finance for the organisation comes from the Ministry of Finance.

iii. Systems
The institution is owned by the government and conforms to government management systems. The hospital offers specialised and general services. Each Head of department is responsible for the activities in his/her department. The hospital provides healthcare irrespective of race, colour or creed in the spirit of equity and social justice. PGH maintains and strengthens its ability to respond to the health and training needs of the nation.

iv. Shared Values
The hospital believes in strengthening the institution’s capacity to respond to the nation’s health needs. It strives to maintain cooperation with other health institutions in the country for the improvement of health services. The hospital believes in undertaking programmes that contribute towards the attainment of the highest possible standard of healthcare for the nation.

v. Skill
The hospital is mainly comprised of highly educated technical staff. General Medical doctors undertake university degree programmes for five years plus two years internship programme. This also applies to other technical disciplines, but with varying study durations. Specialist doctors undergo a further four years post qualification training at the University of Zimbabwe or abroad. However, nurses may
hold either a degree or a diploma, while non technical staff needs to hold degrees or diplomas in their areas of specialty except general hands.

vi. Style
This refers to the style of leadership adopted by the organisation. Decision making at this institution is bureaucratic with critical decisions being approved by the institution’s Hospital Management Board. Where there is no decentralization, issues dealing with human resources are approved by the Health Service Board. However, issues dealing with salaries are recommended by the Health Service Board and approved by the Ministry of Finance.

vii. Staff
This refers to the organisational employees and their general capabilities. The institution is not adequately staffed in terms of all categories of its human resources. The institution trains its own staff and in certain instances for other government and private hospitals. Where there are no specialised programmes for certain disciplines the institution recruits from other employment sources.

1.3 Research Problem
Since the turn of the third millennium the healthcare industry in Zimbabwe has faced insurmountable exodus of both technically skilled and highly experienced human resources (Chetsanga, 2004). In some instances this exodus has occurred in spite of the perceived above average remuneration and other pecuniary benefits being awarded to such employees. This has impacted negatively on the operations in the healthcare industry thereby compromising the health delivery system in Zimbabwe (Madzorera, 2009). The compromised health delivery system has left many patients, receiving care from public health institutions, seeking for medical attention abroad.

Healthcare institutions in Zimbabwe, whether public or private, are tussling for talent among themselves. The fight for talent has, of late spilled into the international arena where countries with improved economies are enjoying a competitive advantage thereby attracting the health talent from developing countries leaving those countries
failing to contain their disease burdens. It is generally believed that international recruitment agencies are exacerbating the migration of health workers from low income countries to high income countries (World Health Report, 2006). In view of the talent war prevailing, talent management has become a high priority for many companies across the globe as the organisations are under pressure to cut costs while increasing productivity (Webster, 2008).

For organisational efficiency there is a growing need to attract and retain quality human resources. Coupled with that is the exorbitant cost of continuing to employ and replace employees. The need to adequately manage the employees that are currently in place is the major challenge facing the health care industry. As a result, it has become imperative that we evaluate one of the largest health institutions in Zimbabwe to establish its talent management practices in its endeavour to plan, attract, retain and strategise the eventual separation with its talent.

1.4 Research Objectives
This study seeks to achieve the following objectives:

1.4.1 To identify the talent management practices at PGH.
1.4.2 To evaluate the effect of PGH’s talent management programmes on employee engagement and retention.
1.4.3 To evaluate PGH’s top managers’ perceptions of talent management practices in place.
1.4.4 To determine the challenges faced by management at PGH in their endeavour to implement sound talent management systems.

1.5 Research Questions
This research is guided by the following research questions:

1.5.1 Which talent management practices are being advanced at PGH?
1.5.2 What is PGH’s level of employee engagement and retention as an offshoot of the talent management system?
1.5.3 How does top management at PGH perceive the effects of talent management practices as a management tool?

1.5.4 Which are the challenges faced by management at PGH in their endeavour to implement sound talent management systems.

1.6 Research Propositions
This research is premised on two main propositions which are:
   i. PGH has no sound talent management practices.
   ii. PGH talent management practices do not influence employees’ retention and engagement.

1.7 Justification of Research
It is believed that failure to implement talent management systems has a negative effect (Docherty and Wasdin, 2007). The negative effects may include productivity hang down, losing talented employees, missing opportunities for business growth, failing to meet strategic goals and getting shown up by the competition. People hold the keys to efficiency, competitive differentiation and success in the business world (Ernst and Young, 2010). As a result Parirenyatwa Group of Hospitals' key success factors are hinged on the doctors, nurses, pharmacists and other medical staff at the institution, hence the need for a sound talent management system to ensure a smooth service delivery.

The activities in healthcare industry are more complex and demanding than any other industry (en.wikipedia.org/wiki/Parirenyatwa_Hospital accessed on 13 May 2013). Faced with government regulation, medical practitioners’ integration, human resources shortages and healthcare reforms, the healthcare industry has to continuously be conventional to the present day’s demands (United States Agency for International Development, 2003). These demands make it difficult for healthcare providers to achieve the three most fundamental goals in any health delivery system namely; reducing operational costs, improving patient safety and, improving patient satisfaction.
PGH is a major patient referral institution in Zimbabwe; thus through sound talent management initiatives the Zimbabwean populace may receive professional health delivery. Above all the study portrays an overview of the status of health delivery management in Zimbabwe as epitomized by PGH’s talent management system. Tom Hilgart as cited by Webster (2008) acknowledges that an integrated talent management process is critical for both effectiveness and efficiency in organisational management. By having an introspection of its talent management system PGH will understand its strengths and weaknesses in terms of its talent management initiatives.

This study may also benefit other public health institutions like Harare Central Hospital, Chitungwiza Central Hospital, Mpilo Central Hospital and United Bulawayo Hospital as they fall in the same category with PGH. All of them are referral hospitals. By copying the best practices in talent management at PGH the health delivery system in the country may improve. Private hospitals may also benefit since the war for talent is not limited to the public health institutions alone. Even in the private sector there is also talent flight which needs to be greatly monitored.

Other developing countries like Zambia, Malawi and Mozambique may also benefit from the study. This is mainly because talent management may not be so pronounced in the health sectors of developing countries. Talent management is now a global practice, hence developing countries may benefit by taking it as an in thing in their systems.

Employees at PGH are bound to benefit as the recommendations provided enable management to improve the talent management systems to the advantage of the employees. It should be noted that once employees are engaged the ripple effects of their engagement will be a sound health delivery system which will also see patient satisfaction increasing. The study will draw the attention of those holding decision making positions in government so that more resources are invested into the talent management initiatives in the health sector.
1.8 Scope of the Research
The talent management variables that were looked at relate to human resources planning, attraction, compensation, performance management, development, motivation, retention and succession planning. The study focused on talent management systems of PGH and mainly focused on the period February 2009 to May 2013. The year 2009 is significant as it coincided with the dollarization (the use of the greenback as a local currency) era in Zimbabwe.

1.9 Research Limitations

1.9.1 Effects of the Government of National Unity
The research is made at a time there is a Government of National Unity (GNU). This resulted in delayed decision making. Lack of unanimity in decision making is believed to have resulted in delayed implementation of decisions or lack of it. This is believed to have demotivated health workers as pay decisions were taking long to implement. The researcher had to get influence from top management to get the questionnaires responded to as most workers did not want to discuss their remuneration issues.

1.9.2 Lack of Research Studies on the topic
Citation of prior research studies forms part of any literature review. Research on the area of talent management in the health care industry in Zimbabwe appears to be non-existent. As a result the researcher did not have any literature to review on talent management in the Zimbabwean health care industry. The researcher resorted to using international literature to cover up for the local literature gaps.

1.9.3 Self reported data
The researcher used a qualitative data collection method which is entangled with self reported data. Self reported data can rarely be verified. It is inherently infested with selective memory, telescoping, attribution and exaggeration. To counter biases of self reported data the researcher had to peruse through the organisational documents to verify any information gathered through questionnaires and face-to-face interviews.
1.10 Dissertation Structure
This research is made up of five chapters. **Chapter one** is the introduction to the whole study and it sets the stage by espousing issues dealing with background to the study, research problem, research objectives, justification for the research and scope of the research.

**Chapter two** deals with the literature review. The chapter is an analysis of the work that has been done on the area of talent management by various scholars. It demarcates the conceptual boundaries of talent management and brings to light the issues that make talent management an area worth researching. The chapter identifies the variables that need to be measured in talent management and also provides a framework against which to interpret the research findings in chapter four.

**Chapter three** touches on research methodology. It is in this chapter that the research instrument is identified and adopted. In summary issues dealing with research design, research philosophy, research strategy, population and sampling techniques, data collection methods and research procedure are dealt with in this chapter.

**Chapter four** is a discussion on the findings of the study. The response rate and the findings on the research problem are highlighted using the major theories, diagrams and tables highlighted in chapter two.

**Chapter five**, which is the final chapter, deals with the conclusions on the major findings of the research. The chapter also comes up with recommendations on the areas that still need attention on the talent management aspect and an attempt is made on the areas for future research.

1.11 Chapter Summary
This chapter introduced the major issues which drive this study. It looked at the background to the research on talent management as well as the research problem underpinning this research. It also brought to light the objectives for this research
and the justification on the need to undertake this research. There was a discussion on the delimitation to the study as well as the limitations to the study.
CHAPTER TWO

LITERATURE REVIEW ON TALENT MANAGEMENT

2.1 Introduction
This chapter reviews the work that was done by various scholars on talent management. Hart, as cited by Bell J (2010), contends that review of the literature is important because it helps the researcher in having a broader understanding of the topic being researched. In order to have a broader understanding of talent management this chapter reviews the literature on:

i. Definitions of talent and talent management
ii. Strategic perspectives on talent management
iii. Theories underpinning talent management
iv. Talent management process
v. Case study on talent management
vi. Conceptual talent management model
vii. Talent management challenges

2.2 Definition of Terms

2.2.1 Talent
There are many authors who have contributed to unravelling the meaning of the term talent and its significance. Some definitions which have been put across will now be provided chronologically in the proceeding paragraph.

The Concise Oxford Dictionary (1990) defines talent as a special aptitude or faculty or high mental ability while the Longman Dictionary of Contemporary English (2006) defines talent as natural abilities or qualities. Michaels et al. (2001) recognise talent as the sum of a person’s abilities, intrinsic gifts, skills, knowledge, experience, judgment, intelligence, character, drive and ability to learn and grow. However, Williams (2002 p35) define talented people as individuals who “regularly demonstrate exceptional ability and achievement either over a range of activities and situations, or within a specialised and narrow field of expertise, consistently indicate high competence in areas of activity that strongly suggests transferrable,
comparable ability in situations where they have yet to be tested and approved to be highly effective”. Dessing and Lap (2004) believe that talent is someone who performs better than one might expect from him/her, while Vinkenburg and Pepermans (2005) acknowledge that talent is an individual who has the ability, the will and the commitment to grow and to be successful in key positions. Turner et.al (2007) contend that talent is an individual who can make an immense difference to organisational performance, either through his/her immediate contribution or in the longer term by demonstrating the highest level of potential. Silzer and Dowel (2010 p75) postulate that “talent refers to those individuals and groups with the strategic competencies that enable a company to achieve its short and long term goals. They exhibit the competencies that will add the most value to customers and in doing so, help to differentiate the organisation from its competition”.

According to Iles et al. (2010), defining talent seems to be a mammoth task as many definitions have been formulated. In trying to solve the problem of lack of unanimity in talent definitions McCartney and Garrow (2006) admonish that when defining talent it is vital that a wide group of stakeholders is involved in discussing and sharing ideas about a definition of talent. This view is shared by Ford, Harding and Stoyanova (2010) who extended the view that a definition of talent within an organisation needs to be organisation specific; is highly influenced by the business context, the industry and the nature of the work; and should be dynamic and flexible enough to develop as organisational priorities change.

For the purpose of this study the researcher will adopt Sleiderink’s (2012) generic definition which spells out that a talent is an individual who has the competencies that enable an organisation to achieve its short and long-term goals; regularly demonstrates exceptional ability, will and commitment to grow and be successful.

2.2.2 Talent Management
According to Michaels, Handfield-Jones, and Axelrod (2001) talent management is a human resources management concept which emerged in the late 1990s after the
publication of ‘War for Talent’ by Mckinsey consultants. Extant literature portrays that consensus has not yet been reached in so far as the definition of talent management is concerned. Kabwe (2011) lays bare four themes portrayed by talent management namely that talent management is (i) a set of human resources practices, (ii) a method of human resources planning, (iii) a mindset and (iv) a way of identifying and developing high-potential talent. The definitions postulated by various scholars will now be presented under the four themes.

i. **Talent management as a set of human resources practices**

   a) Talent management is a set of processes designed to ensure the adequate flow of employees into jobs throughout the organisation (Kesler, 2000).

   b) Talent management is a collection of human resources practices, representing an ongoing, proactive activity (Schweyer, 2004).

   c) Talent management is a continuous process that plans talent needs, builds an image to attract the very best, and ensures that the 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 (Sullivan, 2004).

   d) Talent management is a holistic approach comprising interrelationships, or the integrated framework, created from eight categories of initiatives namely: recruitment, retention, professional development, leadership/high potential development, performance management, feedback/measurement, workforce planning and culture (Morton, 2006).

   e) Talent management is an integrated approach that includes staffing, leadership development, succession planning, performance, training and education and retention (Fitz-enz, 2005).

   f) Talent management is an attempt to ensure everyone in the company, at all levels, works to the top of their potential (Redford, 2005).

   g) Talent management is a set of inter-related management activities that identify, attract, integrate, develop, motivate and retain talented individuals (Lubitsh and Smith, 2007).
h) Talent management is an umbrella-like human resources concept, focusing on high-achievers covering the entire process from hire to retire in addition to toying human resources to strategy (Brandt and Kull, 2007).

i) Talent management is the process of recruitment, development, measurement and management of high-potential employees (Stahl et al, 2007).

j) Talent management is the strategic management of the flow of talent through an organisation (Duttgupta, 2005).

ii. Talent management as a method of human resources planning

a) Talent management is an additional management process and opportunities that are made available to people in organisations who are considered to be talent (Blass, 2009).

b) Talent management refers to categorizing and nurturing skills that will be needed to maintain future competitive advantage (Frank and Taylor, 2004).

c) Talent management is a matter of anticipating the need for human capital and then setting out to plan to meet it (Cappelli, 2008a, 2008b).

iii. Talent management as a mindset

a) Talent management is a mindset, where talent is at the forefront of organisational success (Creelman, 2004).

iv. Talent management as a way of identifying and developing high-potential talent.

a) According to Berger and Berger (2004), Laff (2006), and Baron and Armstrong (2007) talent management is concerned with attracting, identifying, recruiting, developing, motivating, promoting and retaining employees endowed with strong potential to succeed within the organisation.

b) Talent management is the identification, development, engagement, retention and deployment of those individuals with high potential who are of particular value to an organisational context (CIPD, 2006c).
c) Heinen and O’Neill (2004) and Piansoongnern, Anurit and Bunchapattanaskda (2008) argue that talent management involves integrated human resources practices charged with attracting and retaining the right people in the right jobs at the right time.

d) Talent management is primarily about identifying, developing and using those people who can provide critical intellectual energy (Phelps, 2003).

e) As noted by Becker, Fineman and Freedman (2004) talent is concerned with identifying and developing high-potential talent across the organisation’s worldwide operations.

f) Talent management is the identification, development and management of the talent portfolio- that is, in terms of type and quality of employees that will most effectively fulfill the company’s strategic and operating objectives (Knez and Ruse, 2004).

Having noted the diversity and contextualisation in the definitions of talent management the researcher proposes an operational definition, for the purpose of this study. The definition is derived from different aspects which have been put across by previous scholars. Talent management is therefore, defined as “the process of outlining what it takes to attract highly skilled individuals or those with high potential, while also developing and retaining the organisation existing talent to meet current and future organisational needs” (Raymond, 2010).

2.3 Theories Underpinning Talent Management

2.3.1 Building an Employer Brand

One of the strategies for talent management is to ensure that an organisation builds an employer brand. The CIPD (2009) defines employer branding as a set of intangible qualities and attributes which attracts the potential employees to offer services for the particular organisation. An organisation needs to represent a place where people want to work and to do their best (McGee, 2008). A company’s leadership must be the cornerstone on which to build an environment that attracts and retains key talent (Jamrog and Stern, 2011). According to McGee (2008) an organisation becomes an employer of choice by creating a positive image to its
customers and stakeholders, making the organisation’s name be recognised by clients and prospective employees and ensuring that there are clearly defined employees brand values.

2.3.2 Talent Branding
The theory of talent branding was postulated by Schuman and Sarlain (2011). This is a process of marketing the employer brand to segments of the potential and current workforce to become a magnet for. Jamrog and Stern (2011) argue that leaders need to focus on attracting the right talent and determine where there are talent gaps and what can be done to improve or eliminate them. Talent branding entails segmenting the workforce into separate roles based on their value. This theory argues that not all talent is created equal; hence organisations need a method of differentiating critical/pivotal talent from the rest of the workers. There is also the need to cultivate a learning culture. Talented employees want to continue building their skills. Furthermore, employers need to balance off their employees’ work/life issues.

2.2.3 Managing the Older Worker
The theory was propounded by Capeli (2011). He contends that older workers are those employees who are nearing retirement age. In America this group comprises the baby-boomers while in Zimbabwe these are people who were born before the commencement of the liberation struggle, that is, between 1946 and 1964. This theory highlights that while talent managers are lacking better skills at their organisations they do not have time to train or develop employees while simultaneously they admit that employees need skills to do their jobs. Capeli contends that if organisations are to find a pool of qualified applicants who have the experience needed for the organisation to succeed they should stop looking outside but to their own backyards where there is a growing pool of older workers. This pays dividends in that older workers do better on every relevant measure of job performance as they are rarely absent, have fewer turnovers, have better interpersonal skills and are better at job tasks they have been performing for years. This group of employees is already trained and many of them are not looking for
career advancement. Using these older employees is effective as it serves the organisation the cost to on-board a new hire, or bring in a contract worker. These older people already know the culture and the organisation’s operating procedures. These employees have institutional memory.

This theory contends that a different management approach is needed in dealing with older workers. Trying to motivate employees with money, promises of promotions and career advancement do not work so well with older individuals who are near the end of their careers.

2.2.4 Managing the Millennials
The theory of managing millennials as a talent management strategy was put across by McMahon, Miles and Bennett (2011). Millennials are generally recognised as the cohort born after 1980. This generation greatly differs from the previous generations. They differ from their predecessors in the following ways:

i. Work is not as important to Millennials as it was to previous generations. Today’s younger workers are more covetous of leisure time and describe work as less central to their lives. However they are desirous of benefits derived from work. The group has a tendency of moving from one employer to the next.

ii. Millennials interact socially with the world in a different way. They are more assertive and outgoing than the previous generations and they desire prompt feedback in whatever they do. They have both high self-esteem and a greater need for positive reinforcement. This group excels in environments that are low in ambiguity and with tasks that are well specified. Millenials are quick to wonder how green the grass is on the other side of the fence and they highlight this to those around them. Team cohesion and performance are threatened when some members are viewed as less engaged than others.

iii. Millennials grew up with the internet and they are greatly influenced by its ubiquitous and ability to connect people across the world. As a result they are not
bound by geography or embedded in the physical places where they work. They are more comfortable with portable work and life environments, making location less important than their predecessors. While previous generations travelled some distances to work together, millennials are comfortable working together from great distances. This individual works remotely and prefers living in hotels as it affords them a sense of freedom consistent with being at home everywhere.

2.3 Strategic Perspectives in Talent Management
Different organisations seek to achieve different things from their talent management systems (Ashridge Consulting). This reflects the strategic perspective which shapes the way in which the talent management system is viewed, implemented and put into operation. The following are the different strategy perspectives of talent management:

2.3.1 Process Perspective
This perspective underscores the need to optimize people within an organisation (Farley, 2005). The perspective believes that the success of a company is based on having the right talent (Kehinde, 2012). Resultantly managing talent should be part of every day process of managing organisations.

2.3.2 Cultural Perspective
Talent management is a mindset (Creelman, 2004). Since it is a mindset there is need to believe that for the success of organisations talent is needed (Michaels, Handfield-Jones and Axelrod, 2001). This can be seen where every individual is dependent on their talent for success due to the nature of the market in which they operate, and is typical of organisations where there is a “free” internal labour market, with assignments being allocated according to how well they performed on their last assignment (Kehinde, 2012).

2.3.3 Competitive Perspective
This perspective believes that talent management is about identifying talented people and finding out what they want (Woodruffe, 2003). The perspective contends that talent management is about accelerated development paths for the highest potential employees but applying the same personal development process to
everyone in the organisation, but accelerating the process for high potential (Kehinde, 2012).

2.3.4 Developmental Perspective
This perspective postulates that talent management is more about accelerating the development paths for the highest potential employees (Wilcox, 2005). The perspective contends that although there is need to develop everyone in the organisation it is crucial that the highest potential employees be given top priority.

2.3.5 Human Resources Planning Perspective
This perspective claims that talent management is about having the right people matched to the right jobs at the right time and doing the right things (Mucha, 2004). This perspective is often identified with organisations experiencing rapid growth which to some extent is driving the talent management system, and once they become more stable in terms of size of operations their perspective might change (Kehinde, 2012).

2.3.6 Change Management Perspective
This perspective uses the talent management process as a driver of change in the organisation (Lawler, 2005). The talent management approach is used as part of the wider Strategic Human Resources initiative for organisational change (Ashridge Consulting, 2007). The change management strategy can either be a means of embedding the talent management system in the organisation as part of a broader change process, or it can put additional pressure on the talent management process if there is widespread resistance to the change process (Kehinde, 2012).

Table 2.1: Operationalisation of human resources management according to talent management perspectives
<table>
<thead>
<tr>
<th>Perspective</th>
<th>Core belief</th>
<th>Recruitment and Selection</th>
<th>Retention</th>
<th>Succession Planning</th>
<th>Development Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Process</strong></td>
<td>Include all processes to optimize people</td>
<td>Competence based, consistent approach.</td>
<td>Good on processes such as work-life balance &amp; intrinsic factors that make people feel they belong.</td>
<td>Routine review process based on performance review cycle</td>
<td>People Development Programmes and development reviews as part of performance management. Maybe some individual interventions.</td>
</tr>
<tr>
<td><strong>Cultural</strong></td>
<td>Belief that talent is needed for success.</td>
<td>Look for raw talent. Allow introductions from in-house.</td>
<td>Allow people the freedom to demonstrate their talent, and to succeed and fail.</td>
<td>Develop in-house if possible, if not look outside</td>
<td>Individuals negotiate their own development paths. Coaching &amp; mentoring are standard.</td>
</tr>
<tr>
<td><strong>Competitive</strong></td>
<td>Keep talent away from the competition.</td>
<td>Pay the best so you attract the best. Poach the best from the competition.</td>
<td>Good people like to work with good people. Aim to be employer of choice.</td>
<td>Geared towards retention – letting people know what their target jobs are.</td>
<td>Both planned and opportunistic approaches adopted. Mentors used to build loyalty.</td>
</tr>
<tr>
<td><strong>Developmental</strong></td>
<td>Accelerate the development of high potentials</td>
<td>Ideally only recruit at entry point and then develop.</td>
<td>Clear development paths and schemes to lock high potentials into</td>
<td>Identified groups will be developed for each level of the organisation.</td>
<td>Both planned and opportunistic.</td>
</tr>
<tr>
<td>Perspective</td>
<td>Core belief</td>
<td>Recruitment and Selection</td>
<td>Retention</td>
<td>Succession Planning</td>
<td>Development Approach</td>
</tr>
<tr>
<td>-------------</td>
<td>-------------</td>
<td>---------------------------</td>
<td>-----------</td>
<td>---------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Human Resources Planning</td>
<td>Right people in the right jobs at the right time.</td>
<td>Target areas of shortage across the company. Numbers and quotas approach.</td>
<td>Turnover expected, monitored and accounted for in plans.</td>
<td>Detailed in-house mappings for individuals.</td>
<td>Planned in cycles according to business needs.</td>
</tr>
<tr>
<td>Change Management</td>
<td>Use talent management to instigate change in the organisation.</td>
<td>Seek out mavericks and change agents to join the organisation.</td>
<td>Projects and assignments keep change agents, but turnover of mainstay staff can occur.</td>
<td>Can be a bit opportunistic initially until change is embedded.</td>
<td>Change agents develop others who align with them and become the next generation of talent.</td>
</tr>
</tbody>
</table>

Source: Ashridge Consulting (2007)

2.4 Talent Management Process
Talent Management used to be just getting an employee through the door. The buck stopped at the entrance and companies have started seeing that it is so much more than that. Talents or competences need to be relevant to achieve organisational objectives (Raymond, 2008). In this sense, one could envisage a talent management framework which includes identifying talent requirements, through activities such as recruitment, induction and training to the deployment and support of talent in various roles.

Organisations are made up of people who create value through proven business processes, innovation, customer service, sales and many other important activities (Bersin, 2006). As an organisation makes an endeavour to meet its business goals,
a continuous and integrated process for recruiting, training, managing, supporting and compensating people must be in place. Figure 2.2 overleaf highlights the major talent management processes which may lead to employee retention and engagement.

Figure 2.1: Talent management process

Source: Docherty and Wasdin (2007)

2.4.1 Recruiting and Talent Acquisition

Through an integrated process of recruiting, assessment, evaluation and hiring an organisation brings people into the organisation (Bersin, 2008). The process of bringing in people into the organisation used to be easy when employers used to fend off job applicants at the door, however, now they have to sell their brand as employers to convince workers to join their organisation (Docherty and Wasdin, 2007). With the recruitment and communication technology available today, an organisation can position its brand as an employer and maintain awareness to generate interest from even the most passive job seekers (Conti, 2008). Employers should take advantage of the available systems which shorten the recruitment cycle time, facilitate communication and enable managers to participate more actively from the beginning. A good recruitment system interacts with an organisation’s own web site, enables hiring people to initiate job requisitions, allows controlled access by hiring managers and any third-part recruitment partners and integrates with other
talent management technology for workforce planning and onboarding, (Economist Intelligence Unit, 2007). Such a system allows the hiring manager, recruiter and other stakeholders to collaborate and attract the best and most suitable talent for every position. According to solutions.healthcareso urces.com/your-hr-initiatives.html (accessed on 17 April 2013), compared to other industries, healthcare organisations have been slow to integrate professional networks into their recruiting strategies. Social recruiting has barely penetrated this industry.

2.4.2 Compensation Management
Employers and employees are at cross purposes when it comes to salary and compensation (Docherty and Wasdin, 2007). In view of this, compensation management is viewed as the crux of human resources management. Organisations have to align compensation plans to performance management so that salaries, incentives and all benefits are aligned to business goals and business execution.

Watson (2011) believes that compensation of professionals need to consider the internal value, market value and strategic value of each employee and then design a compensation strategy that balances all these three aspects.

Figure 2.2: Towers Watson Total Rewards Model

Source: Watson (2011)
2.4.3 Workforce and Succession Management

As contended by Docherty and Wasdin (2007) succession management is the process of ensuring that the departure of an employee does not affect organisational processes. Succession planning enables managers and individuals to identify the right candidates for a position. This process must be aligned to the business plan to understand and meet requirements for key positions for the next 3 to 5 years. While most organisations are concentrating on ensuring that there is a succession plan for top managers, current trends spell out that the organisation should be prepared to replace people at any level of the organisation, groom people for jobs that do not exist at present and identify top performers in any job and make sure that they are engaged and satisfied so that they will stay with the organisation for a long period (Greene, 2010).

Greene further argues that succession planning is done annually and consists of identifying potential successors, assessment of individuals and getting to know, review and plan development. There are three levels of successors classified as those who are ready now, those still with one/two years to be ready and long-term successors.

The following individual qualities are used to assist managers in identifying high-potential individuals:

i. **Sustained high performance:** High-potential individuals who have demonstrated sustained high performance over time.

ii. **Foundation skills:** High-potential individuals who possess a set of skills that allows them to grow quickly and adapt to different situations. These include drive/ambition, strong interpersonal skills, ability to learn and apply new skills quickly, strong political/organisational skills, ability to adapt to change and resilience.

iii. **Ability to perform future leadership roles:** High-potential individuals who demonstrate the aptitude to perform the performance standards at the next level of leadership.
2.4.4 Employee Performance Management

Performance management is a system for making sure the organisation constantly moves toward the best possible utilisation of skills within its workforce (Docherty and Wasdin, 2007). It is a way of figuring out what talents lie dormant, how to draw those out, where to apply them and then how to maximise them in ways that best benefit the employee and the company.

In performance management the organisation needs to introduce goal management (Birchall, Holley and Reid, 2008). This is the process of aligning employees’ actions with the company’s strategy by tying each person’s performance objectives into the company’s goals. This strategy benefits the employee and organisation by enabling the business to make more efficient progress toward its goals, engaging employees by giving them a better sense of their value to the organisation and making better use of employees’ skills by aligning them with the company’s objectives.

2.4.5 Learning and Development Management

Armstrong (2010) highlights that “learning and development is the process of acquiring and developing knowledge, skills capabilities behaviours and attitudes through experience, events and programmes provided by the organisation, guidance and coaching provided by the line managers and others and self-directed or self-managed learning activities”. According to Soares (2008) the business environment has changed dramatically in the last 5-10 years. Today the economy is growing yet most organizations face a talent challenge. A significant number of older workers are retiring and are going with some of the most critical skills in an organization. However, due to globalisation workers no longer sit in an office but they now work everywhere. Bersin (2006) contends that as a result Human Resources managers no longer speak of learning and development but are now worried about “talent management.” According to Bersin these changes have led to three important demands for learning namely; learning must be available on-demand, it must be job-relevant and it must be constantly changing to meet the new demands. These new drivers are making the corporate university or college model impossible to maintain, hence training managers need to ensure that training must be aligned to
organisational needs, relevant, and efficient. Training must therefore be totally aligned to today's most current business needs.

There is now an entirely new approach to learning which ensures that learning is process-centric, not program centric. This new approach offers programs, content, performance consulting, and outreach programs to help business managers improve operational performance. The approach differs greatly from the traditional corporate training organization. It manages courses and content which can be delivered anywhere. This new approach uses performance consultants, to reach out and understand business issues, who deliver programs, content, resources, references, and more (Bersin, 2006). The approach does not focus on a place to go for learning but rather an organization that comes to the learners.

2.4.6 Talent Management and Employee Engagement
Bhatnagar (2007) believes that an employer of choice recruits and engages talent through practices that address both tangibles and intangibles, that are tailored to the organization. Effective talent management policies and practices demonstrate commitment to human capital, resulting in more engaged employees and lower turnover. Consequently, employee engagement has a substantial impact on employee productivity and talent retention. Lockwood (2006) acknowledges that employee engagement can make or break the organisation’s bottom line. According to Martel (2003) engaging employees, especially by giving them participation, freedom, and trust, is the most comprehensive response to the values of self-realization and self-actualisation. Overleaf is a framework for employee engagement.
2.5 Case Study on Talent Management

Talent management is not a new phenomenon. Some organisations implemented this concept and succeeded. One case will be presented on the best practices in talent management. The reason why the case was chosen is that it deals with health care delivery, which is also an area of study here. The case was written by Turner (2010). The case deals with an American organisation called Kaiser Permanente Colorado. The organisation was founded in 1945 and is the American nation’s largest not-for-profit integrated health care delivery system. It is operated by Kaiser Foundation Health Plan of Colorado and Colorado Permanente Medical Group. By 2010 it was serving over eight million members. The organisation has its headquarters in Oakland, California. It comprises of Kaiser Foundation Health Plan, Inc; Kaiser Foundation Hospitals and their subsidiaries, and the Permanente Medical Group. At Kaiser Permanente, physicians are responsible for medical decisions. The
Permanente Medical Group which provides care for Kaiser Permanente members, continuously develop and refine medical practices to help ensure that care is delivered in the most efficient manner possible. The organisation’s creation resulted from the challenge of providing Americans with medical care during the Great Depression and World War II, when most people could not afford to go to a doctor.

Kaiser Permanente Colorado is driven by a social mission which is predicated on providing high-quality, affordable health care services to improve the health of its members and the communities they serve. The organisation is dedicated to consistently provide high quality affordable health care in an easy and convenient manner with a personal touch. This case focuses on the work in leadership succession management. The process helps to create a pipeline of leaders through the identification of leaders’ ability, aspirations and readiness for the next roles.

The Kaiser Permanente executive recruiting department conducted an analysis of past executive level hires, internally as well as externally and realized that sixty-five percent of its executives were recruited externally. The information from the analysis helped the organisation realize that there was a gap in the way leaders were being developed in the organisation. Consequently the organisation set a goal to hire sixty percent internally and forty percent externally to create opportunities for current leaders to grow with the organisation and still bring in new talents and perspectives to the leadership ranks. Due to this Kaiser Permanente created a robust national pipeline of leaders, consisting of proven leaders across the region. Since 2005 the high-potential leadership attrition rate in Kaiser Permanente Colorado is less than five percent. Sixty percent of the high-potential population has either been promoted to their aspired roles or had job role expansions. The executive team strongly believes that leadership development must be aligned with the organisation’s business strategy, so that Kaiser Permanente can execute against its top critical business strategies now and in the future. Leadership is not seen as a programme, but rather as part of the organisational strategy that creates leadership
capability. The approach for a systematic process involved the following components:

- Identification of high-potential talent and behaviour gap
- Management of talent
- Creation of a leadership pipeline for regional and national roles

Kaiser Permanente leadership succession management is a systematic approach to development that starts with the national talent assessment which is based on behavioural competency model that measures behaviours that are observable, demonstrated and critical to successful leaders. The leadership success factors are developed after a comprehensive analysis of the leadership competencies that managers must exemplify for Kaiser Permanente to be successful. The organisation talent management Leadership Success Factors include sharpening the managerial focus, driving organisational results, managing emotional intelligence, building commitment and capacity building.

Figure 2.4: Leadership success factors for Kaiser

Source: Goldsmith and Carter (2010)

Kaiser Permanente measures high potentials’ satisfaction with their development process with an annual survey. In the 2007 survey, one hundred percent of respondents strongly agreed they would stay with the organisation. The succession management process has proven to increase the retention of the organisation’s leaders.
Kaiser Permanente leadership succession management process is based on sustained commitment to development. The process looks at the leadership talent life cycle from an end-to-end perspective. This starts with the on-boarding of new leaders, identification of top talent, and steps leading to promotion. This helps to create a culture of development for the organisation.

The systematic approach used in the Colorado region has provided a consistent framework to identify and develop leaders. It is successful in the fact that it supports the executive team’s development of their direct reports, which drives their sponsorship for the leadership succession planning strategy. The systems are continually evaluated and updated for effectiveness. Kaiser Permanente Colorado firmly believes that the development of their leaders will drive creative opportunities and solutions for the organisation to execute on its current and future business objectives.

2.6 Conceptual Talent Management Model

2.6.1 Talent Management Strategy
In today’s global market, “people success” consists of aligning your company’s vision, values and strategy with its management of people and integrating the key components of the organisation’s talent management systems so they form a coherent whole (Ernst and Young, 2010). A talent management strategy is important because it can prevent the drags of turnover, unhappy and unproductive employees, and wasted company time. Generally talent management needs to incorporate an effective mechanism for communicating company strategy, helping departments determine their most important, strategic areas of focus and making sure individuals spend their time working on the projects or tasks that will move the organisation forward in executing strategic goals (Docherty and Wasdin, 2007).

2.6.2 Theoretical Model of Talent Management
According to Rodriguez and Escobar (2010) talent management is a strategic activity of an organisation which is assuming importance in recent years. However, there is a lack of the theoretical development area in this field, and a clear definition
about what talent management has not been provided. In pursuit of this endeavour various scholars have made an effort to provide a framework of talent management. Below is a discussion on some of the theoretical models.

According to Collings and Mellahi (2009) there is a theoretical framework which is focused, first, on identifying the key positions into the organization that can provide it with a sustainable competitive advantage and then developing a talent pool of high potential and high performing talented people to fill those roles. These activities would be supported by formidable human resource management architecture. Collings and Mellahi (2009) propose the below model:

Figure 2.5: Collings and Mellahi talent management model

Source: Collings and Mellahi (2009).

According to Ntonga (2007) in 2004 Deloitte developed a talent management model called Develop-Deploy-Connect talent management framework. The framework highlights that the Develop-Deploy-Connect should be at centre of an organisation’s talent management strategy. Deloitte’s research states that organisations must concentrate on things that employees care most about. These issues are i) developing in ways that stretch their capabilities, ii) deploying onto works that
engages their hearts and heads and ii) **connecting** to people who help them achieve their objectives. This framework argues that by concentrating on these three elements, organisations can bring about capability, commitment and alignment in key workforce segments which in turn would result in improved business performance. When this happens, the attraction and retention of talented employees will take care of itself (Deloitte, 2004).

Figure 2.6: The Develop-Deploy-Connect talent management model

![Diagram of the Develop-Deploy-Connect talent management model]

**Source:** Deloitte Research (2004)

**The 9-Box Matrix Model**
To retain and manage talent in the organisation is often a major challenge (O’Callaghan, A, 2008). Potential and performance in the role are, however, reliable predictors of talent and effective delivery cannot be achieved without them.
O’Callaghan, A, (2008), contends that the 9-box matrix model combines actual performance and predicted potential into a simple, but powerful tool to manage talent. Each category requires different interventions and approaches, and takes into account both current performance and value-add and potential for future contributions. For example – 1 (poor performer with little potential) will require very different interventions as compared to 9 (strong performance and great potential).

The grid is a relatively easy way to assess employees on two critical dimensions. It facilitates dialogue between senior managers and key support functions like the human resources staff. The 9-box approach facilitates a shared ownership for talent retention and the management of the talent pool.

Figure 2.7: The 9-Box Matrix Model

2.6.3 Identified Gaps in the Literature

The above literature review has highlighted several issues regarding talent management as a competitive advantage. Through the review it has been noted that talent management currently suffers from theoretical problems. According to the Economist (2006a), Lewis and Heckerman, (2006), McDonnell (2009) and McDonnell et al (2010) there is no agreed definition of talent management. This can be explained by differences in industries and organisational characteristics. Furthermore the extant literature is silent on how organisations create shared understanding of what entails talent management. The literature only reveals how managers conceptualise and operationalise talent management without giving attention to individual aspects of development. Collings and Mellahi (2009), McDonnell et al (2010) and Tariq and Schuler have intimated that the existing researches are based on anecdotal information and portray a number of theoretical deficiencies.

2.7 Chapter Summary

This chapter reviewed the literature on talent management. The areas of focus in the literature review included the definitions of talent and talent management, talent management theories, talent management process and the conceptual talent management models. The chapter also looked at a case study on talent management. The case depicted how other health care organisations are designing and implementing successful talent management systems.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction
This research focused on evaluating talent management as a strategy of promoting retention and engagement of employees at (PGH). This chapter provides an insight into the methodology framework of the research, research design, research approach, research strategy, unit of analysis, research instrument and pilot study, data analysis process, data validity and reliability and also research ethics and values.

3.2 Research Design
Research design is viewed as the glue that holds the research together (Trochim, 2006). It is the conceptual structure within which research would be conducted (Kothari, 2011). According to Kumar (2005) the function of research design is to provide for the collection of relevant information with minimal expenditure of effort, time and money. However, Tustin, Lighthelm, Martins and van Wyk (2003) argue that research design is a framework developed to address a specific research problem or opportunity. The research design provides an outline for the research philosophy, methods and procedures for collection, measurement and analysis of data. In research there are three types of research design.

This study adopted the exploratory design because this was an open-ended research which sought to unravel the effects of talent management on employee retention and engagement. A closer look at PGH, using this design type provided information which assisted the researcher in answering the research questions.

3.2.1 Research Approach
The research approach can be qualitative or quantitative, triangulation, deductive or inductive and applied or basic. Following is a comparative analysis of the different approaches to justify the one chosen.
i. Quantitative Versus Qualitative

Early form of research had its roots in the natural sciences like biology, chemistry, physics and geology and concentrated on investigating things which we could observe and measure in some way (Degu and Yigsaw, 2006). Such processes can be made objectively and repeated by other researchers. This process is referred to as “quantitative” research. According to Davies (2007) the purpose of quantitative approach to research is to discover answers to questions through scientific procedures. This approach, according to Saunders and Thornhill (2004), produces relevant, reliable and unbiased information than the qualitative approach. On the other hand the qualitative research consists of interpretive, material practices that make the world visible. Qualitative researchers study things in their natural settings, attempting to make sense of, or interpret phenomena in terms of meanings people bring them.

ii. Triangulation or Combination

The terms quantitative research and qualitative research are regularly used. They are understood within the social research realms as pointing to the kind of assumptions being used by the researcher and the nature of the research being undertaken. Be that as it may, in the real world of business research things do not posit in the two categories impartially because the two approaches are not mutually exclusive. Good researches tend to use both approaches, but the difference is the degree to which the research is based on one approach or the other. As White (2006) contends, combining research approaches is called triangulation. According to Denscombe (1998) most research is a combination of both qualitative and quantitative research approaches.

iii. Deductive Versus Inductive

Deductive reasoning works from the more general to the more specific (Burney, 2008). Due to the fact that in deductive research conclusion follows logically from the available facts, it is usually called a top down approach. On the other hand an inductive approach moves from specific observation to broader generalization and
theories. For this reason the inductive approach is usually, informally, referred to as the “bottom-up-approach”.

iv. **Applied Versus Pure Research**

Applied research is necessary to identify priority problems and to design and evaluate policies and programs that will deliver the greatest benefit, making optimal use of available resources (Degu and Yigsaw, 2006). According to Schindler (2003) applied research is the research approach which emphasises practical problem solving while pure or basic research also concerns itself with a problem solving approach but with the key aim of solving perplexing questions of a theoretical nature that have little or indirect impact on action, performance or policy decisions. The basic principle is that both applied and pure research are problem solving oriented with the applied approach directed more to making immediate managerial decisions.

For this research the researcher adopted the qualitative approach. This was influenced by three reasons. Firstly the principal purpose of the qualitative method is the generation of theory. Given that talent management has a weak theoretical underpinning (McDonnell, 2009), qualitative approach is more suited to the exploration of talent management as a human activity. As noted by Tarique and Schuler (2010), since talent management is still in its infancy stage more qualitative methodologies should be used to facilitate grounded theory building. Secondly, according to Mckie as cited by May (2002), there is a presumption among researchers that choosing qualitative research enhances the potential for respondents’ own voices and values to inform the research process and thereby providing a framework for evaluating the talent management concept. Utilizing this approach facilitated capturing the meaning and context of statements from heads of departments and talented employees involved in the talent management practice, resulting in an in-depth exploration of the issues as they come forward. Thirdly, according to Bryman (1998), the qualitative approach facilitates an understanding of the phenomena under investigation as embedded in the perspectives of the research participants. In this research the researcher sought to understand the
naturally occurring state of talent management in the health care industry, hence the appropriateness of the qualitative approach.

### 3.3 Research Philosophy

Research philosophy refers to the development of knowledge and the nature of that knowledge (Saunders, Lewis and Thornhill, 2007). There are two philosophical positions which explain the nature of knowledge namely; ontological and epistemological. Ontological refers to the question of whether social entities can be considered as objective entities that have a reality external to social actors, or social constructions built up from the perceptions and actions of social actors. According to Bryman and Bell (2007) these entities are referred to as objectivism and constructionism respectively. Epistemology deals with ideas on what counts as knowledge, such as the known and set criteria as opposed to beliefs (Blaike, 2001). There are two main epistemologies of what counts as knowledge within the social sciences namely; positivism and interpretivism. Positivism knowledge is associated with observable facts that exist independently from the mind while interpretivism takes the view that people and their institutions are fundamentally different from those in the natural sciences. In interpretivism knowledge the phenomena under investigation are derived from the lived experiences of individuals interpreted by the researcher. Here, the researcher constructs a world view which is based on his/her conception of the investigated individuals’ perceptions and experiences. While positivism focuses on establishing universally accepted laws, the interpretivism approach makes an endeavour to understand a concept from within its context.

Taking cognisance of the above and given the nature of the phenomena under investigation, this study utilises the interpretivism approach of the epistemological philosophy. In this approach the researcher is considered as an insider since data were gathered through semi-structured interviews with the managers. Interpretivism was adopted for four major reasons.

Firstly, the concept of talent management has various meanings in the corporate world. According to Lewis and Heckerman (2006) there is lack of unanimity on the
definition, scope and overall goals of talent management. Given this scenario, the ambiguity surrounding the concept of talent management demands a research approach that calls for an in-depth exploration of the subjective aspects of the phenomena under investigation.

Secondly, given a situation where there is virtually an absence of empirical studies of talent management practices in the health care industry (McDonnell, 2009), interpretivism gives the researcher an opportunity to explore the lived experiences of those individuals partaking in talent management in considerable depth. Engaging in in-depth discussions with respondents entails that the researcher can also enter into the social world in which he/she has interest in order to access participants’ experiences of talent management practices. In this regard the interpretivism accords the researcher the opportunity to understand what transpires in talent management within the health care industry as it facilitates exploration of individuals’ experiences.

Thirdly, the interpretivism approach accords the researcher the opportunity to critique the talent management practices in the health care industry.

Finally, the interpretivism paradigm, since it is qualitative in nature, will allow the researcher to understand talent management through semi-structured interviews and secondary sources of information, such as organisational documents and websites which facilitates the study of those issues which may not be directly observed.

3.4 Research Strategy
There are a plethora of strategies that can be used to carry out research. According to Collins and Hussey (2003) these strategies can be classified under the positivistic and phenomenological philosophies as tabled overleaf.
Table 3.1: Research Strategies

<table>
<thead>
<tr>
<th>Positivistic/Objectivist</th>
<th>Phenomenological/Subjectivist</th>
</tr>
</thead>
<tbody>
<tr>
<td>v. Surveys</td>
<td>ix. Case Studies</td>
</tr>
<tr>
<td>vi. Experimental Studies</td>
<td>x. Action Research</td>
</tr>
<tr>
<td>vii. Longitudinal Studies</td>
<td>xi. Participative Enquiry</td>
</tr>
<tr>
<td>viii. Cross-sectional Studies</td>
<td>xii. Grounded Theory</td>
</tr>
</tbody>
</table>

Source: Collins and Hussey (2003)

In an endeavour to justify the reasons for the researcher’s choice of a strategy the below paragraphs will briefly discuss each strategy outlined in Table 3.1.

3.4.1 Survey
A survey is a systematic method of collecting data from a population of interest. It tends to be quantitative in nature and aims to collect information from a sample of the population such that the results are representative of the population within a certain degree of error (Glasow, 2005). The purpose of a survey is to collect quantitative information, usually through the use of a structured and standardised questionnaire. There are two major types of surveys:

i. Descriptive survey which is concerned with identifying and counting the frequency of a specific population, either at one point in time or at various times for comparison. Such surveys are frequently used in business research in the form of attitude surveys.

ii. Analytical survey, where the intention is to determine whether there is any relationship between different variables. If one wishes to carry out this type of survey, there is need to be familiar with the theoretical context so that he/she can identify the independent, dependent and extraneous variables. However this strategy is usually criticized for requiring some statistical knowledge, sampling and other specialised skills to process and interpret results.
3.4.2 Experimental Studies
According to Belli (2008) the primary goal for experimental research is to provide for cause-and-effect relationships. An experimental research involves at least one independent variable that is manipulated or controlled by the researcher, random assignment to different treatment conditions, and measurement of some dependant variable after the treatments are applied. Any resulting differences in the dependent variable across the treatment groups can then be attributed to the differences in the treatment conditions that were applied. This research strategy is usually criticized for lack of efficacy or accuracy as most real-life situations and socio-cultural phenomena are far too complex to be reduced to a small set of treatment and outcome variables.

3.4.3 Longitudinal Studies
It is a study overtime of a variable or group of subjects. The aim is to research the dynamics of the problem by investigating the same situation or people several times or continuously over the period in which the problem runs. A distinctive feature of this approach is that there is a chain of studies. Each link in the chain is an examination or re-examination of a related group or social process or an aspect of a broader category of groups or social process.

3.4.4 Action Research
It is an approach which assumes that the social world is constantly changing and the researches as well as the researcher are part of the change. Lewin (1946) saw the process of enquiry as forming a cycle of planning, observing and reflecting. Action research is a type of applied research designed to find an effective way of bringing about a conscious change in a partly controlled environment. The main aim of action research is to enter into a situation, attempt to bring about change and to monitor results.

3.4.5 Grounded Theory
This is one of the interpretive strategies that share the common philosophies used to describe the world of the unit of analysis (Stern 1994). This strategy was conceived by Glaser and Strauss (1976) in the medical field but has now been developed to
apply in many disciplines. The theory emphasises the importance of empirical fieldwork and the need to link any explanations very closely to what happens in practical situations in the real world. Grounded theory is a good example of an inductive approach.

3.4.6 Case Study
In this study the researcher adopted the case study strategy. According to Laws and McLeod (2006) a case study relates to the in-depth analysis of a single or small number of units. This strategy is used to describe an entity that forms a single unit such as a person, an organisation or an institution. A case study involves gathering detailed information about the unit of analysis. Case studies are often described as exploratory research used in areas where there are a few theories or bodies of knowledge.

Given the research problem outlined in Section 1.5 and the literature gaps in health care talent management, the researcher decided to select case study as the appropriate strategy. Yin (2009) defined a case study as an empirical inquiry that investigates a contemporary phenomenon within its real-life context. In conducting this research the researcher was guided by Myers (1997) who postulated that case study involves four stages namely;

i. **Determining the present situation**: in this research achieved through perusal of employee records and structured and semi-structured interviews.

ii. **Gathering information about background to the present situation**: in this research this was achieved through perusal of personnel records and structured and semi-structured interviews.

iii. **Gathering more specific data**: in this study achieved through referring to organisational documentation, questionnaires, personal interviews and observation of organisational work processes.
iv. **Presenting an analysis of findings and recommendations for action:**

in this study this was achieved through the production of the final research report.

Yin (2009) hinted that when one adopts a case study as a research strategy it is imperative that the case meets one of the following or all of the conditions:

i. The case should be critical in confirming, challenging or extending a theory, because it is the only one that meets all the conditions

ii. The case is rare or extreme and finding other cases is highly unlikely

iii. The revelatory case provides unusual access for academic research.

Criteria i and iii were satisfied in this study as the results from this study could be generalized to extend or challenge that talent management is a contemporary theory which can improve worker retention in the Zimbabwean health care industry and that the case provided access for academic research. Yin (2009) further pointed out that in selecting the case study organisation four factors namely; relevance, feasibility, access and application should be considered.

i. **Relevance**

This is the extent to which the organisation selected for the case study suits the purpose of the study (Yin, 2009). It is the aim of this study to evaluate the impact of talent management in the Zimbabwean health care industry. PGH is profoundly involved in the health care delivery in Zimbabwe. The organisation has multiple functions which run from treating minor ailments to life threatening cases; hence it gives a broader outlook of health service delivery. The institution has various departments which offer customised and general services. Consequently PGH satisfies the relevance criterion.

ii. **Feasibility**

This is the practicality of the research to be conducted and requires that the researcher should be able to conceptualise, plan, execute and report back on the research project with the case study organisation (Yin, 2009). For this study the
feasibility aspect ensured that the case study organisation is in Harare where the researcher resides. The organisation has appropriate managerial and operational support which ensured the successful completion of the study. As a result PGH satisfied the feasibility criterion.

iii. Access
One of the major concerns of case study research is that the researcher should secure cooperation of the research organisation during the study period (Yin, 2009). PGH management ensured that the researcher was cleared for access to departments of the institution. Workers were conscientised of the researcher’s aim at the organisation. Permission was granted to peruse through organisational documents.

iv. Application
Yin (2009) also identified the extent to which the case study strategy can be applied in a particular situation. In tackling the issue of application a number of factors were taken into consideration. These factors included unit of analysis, the industry, talent management concept and the potential by management to control the findings of the research. PGH is a relatively large hospital with over two thousand workers; hence the challenge of unit of analysis was overcome as a large sample could be identified.

3.4 Population and Sampling
3.5.1 Population
The entire set of people which the researcher wants to determine some characteristics is called the population or universe (Bless and Higson-Smith, 1995). In social science research populations include individuals, groups, social organizations and social artifacts (en.wikipedia.org/wiki/Unit_of_analysis, accessed on 24 June 2013). According to Saunders (2009) a population is the full set of cases from which a sample will be drawn. It consists of all the possible observations of the random variable under study (Wegner, 1993). In this study the population comprised of thirty-eight managers.
3.5.1 Sampling
A sample is a subset of the whole population which is being investigated by the researcher whose characteristics will be generalized to the entire population. It is difficult for social researchers to collect data from everyone who is in the category being researched. Consequently, researchers rely on getting evidence from a proportion of the whole population through a process called sampling. There are two types of sampling methods namely; probability (random) and non-probability sampling. Probability sampling occurs when the probability of including each element of the population can be determined while non-random sampling occurs where the probability of including each element of the population in a sample is unknown (Bless and Higson-Smith). Table 3.2 overleaf highlights the sampling procedures which belong to each sampling method.

Table 3.2: Sampling procedures

<table>
<thead>
<tr>
<th>Probability Sampling</th>
<th>Non-probability Sampling</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Simple random</td>
<td>• Accidental or availability</td>
</tr>
<tr>
<td>• Interval or systematic</td>
<td>• Purposive or judgemental</td>
</tr>
<tr>
<td>• Stratified</td>
<td>• Quota</td>
</tr>
<tr>
<td>• Cluster or multi-stage</td>
<td></td>
</tr>
</tbody>
</table>

Source: Bless and Higson-Smith (1995)

a) Probability or Random Sampling

i. Simple Random Sampling
This is a sampling procedure which provides equal opportunity of selection for each element in a population. The most commonly used method is the lottery technique
where a symbol for each unit of the population is placed in a container, mixed well and then the lucky unit drawn constitutes the sample.

ii. Interval or Systematic Sampling
This is a sampling procedure where selection of elements are at equal intervals, starting with a randomly selected unit in the population. For example in selecting 60 units out of a population of 600, k is determined by the ratio:

\[ K = \frac{N}{n} = \frac{600}{10} = 10 \]

In this case every tenth unit would be selected.

iii. Stratified Random Sampling
Under this sampling procedure the population is divided into different groups called strata and each unit of the population belongs to only one stratum. Random sampling will then be performed within each stratum using the simple or the interval sampling procedure.

iv. Cluster or Multi-stage Sampling
This is a multi-staged sampling procedure which entails initially sampling a population which is much more general than the final one. Subsequently a new population, which is less general than the first one, is considered and a new sample is determined. The process continues until the population to be investigated is reached and a final sample is drawn. According to Bless and Higson-Smith (1995), at each stage sampling is done using either the simple, interval or stratified random sampling procedures.
b) Non-probability Sampling

i. Accidental or Availability Sampling
This sampling procedure entails taking all cases on hand until the sample reaches the desired size. For instance, the researcher may choose a convenient place where he/she is assured of finding the best respondents to the investigation taking place.

ii. Purposive or Judgemental Sampling
This sampling procedure is based on the judgment of a researcher regarding the characteristics of a representative sample. The strategy for this procedure is to select units which are judged to be typical of the population under investigation.

iii. Quota Sampling
This method entails drawing a sample that has the same proportions of characteristics as the whole population. In this case the sampling procedure relies on accidental choice.

In this research the researcher used the non-probability method of sampling. This was mainly because the research at hand is qualitative. Under the non-probability the researcher used the purposive or judgemental procedure. In finding respondents for this study, the researcher chose three categories of respondents namely; first line managers, middle managers and senior managers. The choice of these respondents was therefore considered as being appropriate as it allowed the researcher to have broader insights into the talent management concept from different levels of management. Table 3.3 overleaf outlines the research sample.
Table 3.3: Research sample

<table>
<thead>
<tr>
<th>Managerial level</th>
<th>Population</th>
<th>Sample</th>
<th>Percentage of sample to population</th>
</tr>
</thead>
<tbody>
<tr>
<td>First line managers</td>
<td>18</td>
<td>12</td>
<td>66.67</td>
</tr>
<tr>
<td>Middle managers</td>
<td>15</td>
<td>9</td>
<td>60</td>
</tr>
<tr>
<td>Senior managers</td>
<td>5</td>
<td>4</td>
<td>80</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38</strong></td>
<td><strong>25</strong></td>
<td><strong>65.79</strong></td>
</tr>
</tbody>
</table>

The researcher sampled 25 out of the thirty-eight managers. This represented 65.79% of the research population. Questionnaires were distributed to twenty-one first line and middle managers. The researcher reserved the four senior managers for face-to-face interviews. From the senior managers the Chief Executive Officer was not interviewed as he was busy with organisational activities.

3.6 Data Collection Methods

White (2006) argues that in a research, how data is collected is as important as the data itself. There are a variety of instruments that can be used in data collection for qualitative research. These instruments include the use of interviews, observation, gathering of documentation and artifacts. In this study the researcher used interview schedule and organisational documents as the research instruments.

3.6.1 Questionnaire

According to Bless and Higson (1995) a questionnaire is a set of questions with fixed wording and sequence of presentation as well as how to answer each question. In this research a questionnaire was used to find out the talent management practices at PGH. This method was used partly to minimise the role of the researcher in answering the questions. This allows the researcher to have a more objective comparison of the results.
3.6.2 Interview schedule
According to Holme & Solvang (1997) it is crucial when conducting interviews to utilise respondents that possess deep and comprehensive knowledge in the subject of interest. Interviews with standardised questions are deemed appropriate for qualitative research as they increase the reliability of a research (Silverman, 2006). However, unstructured interviewing, which is often characterized by open-ended questions is generally more flexible and dynamic, and allows the interviewer to have an open discussion with the respondent. Open-ended interviews provide for the respondent to provide his or her own answers (Babbie, 2007). The questions allow respondents to express their unfettered knowledge and understanding and thoughts of the study topic. They also provide for further probing. Through this method the researcher was accorded an opportunity to amass deeper understanding with respect to the underlying reasoning and experience that the respondents held.

In conducting this study, the researcher chose to use more of unstructured and open ended questions and few structured questions. This was in order to allow for a more flexible and dynamic interview procedure. Another important motive for using open-ended questions is the complexity of the subject and the sensitiveness of the research problem.

3.6.3 Document analysis
The researcher also collected and analysed existing human resources documents at PGH. This secondary data helped in building background to the research. Assortments of documents were collected and these included staff strength, recruitment policies, human resources strategic plans, on-boarding manual, performance management and retention policies.

3.6.4 Pretesting of the Instrument
According to Degu and Yigsaw (2006) before the collection of data can be started, it is necessary to test the instrument and to make various practical preparations. Pretest study allows the researcher to identify potential problems in the developed instrument. A pretest is the process of carrying out a preliminary study, going through the entire research procedure with a small sample. Morrel and Connor
(2007) contend that a pretest sample must be small and need not be a representative cross-section of the population. Therefore, pretesting is recommended as an essential step in the development of the research as it is useful in examining the practicability, validity, reliability and suitability of the strategy, approach and research instrument (Degu and Yigsaw, 2006). The comments of the pretest respondents help in improving the sequence and layout of the interview guide and questionnaire. It is also important to know the time taken by the interview. Pretesting was done using five managers from Harare Central Hospital, an organisation with similar working conditions and environmental climate with PGH. This was mainly because the researcher wanted to utilise all the managers at PGH in the final research. The convenient method of sampling was used in selecting the five employees. The respondents who were utilised in the pilot study did not form part of the final sample. This was deliberately done so as to avoid frustration on those who had already responded to the same questions which were contained in the final interview guide. After the pilot study changes were made to the final interview guide. The aim was to ensure that the questions were clear, familiar and appropriate language was used.

3.7 Research Procedure

3.7.1 Data Collection
An interview may be conducted in several ways. The most ordinary technique is face-to-face interviews where respondent and the interviewers meet. This type of interview provides the researcher with the possibility to interpret body language, and to better recognize if a question is misunderstood. The researcher can also send the questions to the respondents in advance and allow the respondent to answer in advance some more complicated questions (Fontana and Trey, 1994). In conducting a face-to-face interview the researcher ensured that the respondents felt comfortable and relaxed. The interviews started with small-talk with the respondents in order to make them relax and feel comfortable. The interviews, as Krag (1993) contends, involved a short presentation concerning the topic of the study and how the answers would be treated.
In this study the research questions were emailed to the respondents in advance in order to simplify the interview and make the respondents more prepared. The questions which were sent to the respondents were presented in a simple way. The interviews commenced with a small discussion and a presentation of the study topic. The interviews also commenced with open and general questions about the organisation or respective individual career ambitions. As for the questionnaire the researcher distributed them personally to the respondents.

3.7.2 Data Analysis
According to Robson (2002, p.387), data analysis is necessary because “the data …do not speak for themselves, the messages stay hidden and need careful teasing out”. Analysis was therefore conducted using Creswell’s (2007) data analysis spiral. The spiral looks at the following issues:

i. Data collection, interview transcription; field notes and documents
ii. General review of the information collected
iii. Creating summaries of field notes; file units; organizing data
iv. Reading, reflecting and writing notes
v. Data managing (organizing field notes in files)
vi. Reading and coding data; reducing data; paying attention to words and phrases; using metaphors
vii. Context; categories; comparisons
viii. Describing, classifying, interpreting
ix. Trees, propositions
x. Representing, visualising

i. Interview transcription and field notes
The major sources of data were managers and the organisational documents. Taking cognisance of these large volumes of data, field notes yielded and interview transcripts formulated a large database. Since comprehending the data is an important exercise in achieving the study’s objectives, the proceeding stage was to read through the information.
ii. General review of information collected
In order to gain an in-depth understanding the information was read and organised into files. The researcher sought clarification from the respondents to verify information and to close any gaps.

iii. Creating summaries of the field notes
In qualitative research data analysis consists of preparing and organizing the data (Carswell, 2007). In this study summaries of field notes were created. The researcher later identified issues pertinent to the research questions.

iv. Reading, reflecting and writing notes
Field notes were read again in order to extract any hidden meanings. In reading the notes the researcher was trying to find out the respondents’ feelings and experiences on the talent management concept. The process of re-reading and reflecting on the field notes necessitated writing notes of key information arising from the stories told by the respondents which became crucial in uncovering important issues. This stage assisted in confirming a number of themes reflected in the literature and identifying other emerging themes.

v. Data management
Huberman and Miles (1994) highlighted that coding is considered as a process of data analysis that has the potential to give direction to the ongoing data collection. Resultantly, data coding commenced at the literature review stage. According to Creswell (2007) data analysis involves guiding principles that assist the researcher. By organizing field notes in the files and coding them, the researcher was able to cope with large volumes of information.

vi. Reducing and coding data
Due to the utilisation of the semi-structured interviews, there was an accumulation of large volumes of data that fell into different themes. As contended by Creswell (2007, p150-151), “following the organisation of the data, researchers continue
analysis by getting a sense of the whole data base”. It was necessary at this stage to pay greater attention to metaphors, words and key phrases to unravel the unfamiliar understandings of talent management. Since the researcher used the qualitative method, analysis of the data was time consuming. This was mainly due to the fact that, as noted by Robson (2002, p389), “in qualitative analysis the technical help is more limited and the researcher often spends a considerable amount of time breaking down the information”.

vii. **Context, categories, comparisons**
This stage was used to capture more insightful stories, words or statements to form part of the analysis, synthesis and interpretation. This was mainly due to the fact that people construct their own worlds and give meanings to their own realities (Ramenyi et al, 1998). Comparisons were made and differences and similarities were highlighted. This step was necessary especially in talent management where there is no collective understanding of the concept.

viii. **Describing, classifying, interpreting**
As asserted by Creswell (2007), coding and categorisation lie at the heart of qualitative research. Since this research is qualitative the collection of results was not standardised. However, according to Saunders (2007) the results thereof need to be classified into categories. After categorization and contextualisation the researcher needed to describe, classify and interpret the results in the context of the literature reviewed and the propositions advanced.

ix. **Matrices, trees and propositions**
There are various ways of expressing data after it has been categorised. Tables were used to present the different definitions and concepts of talent.
x. Representing, visualising

According to Creswell (2007) after collecting the data researchers can present it in tabular, text or figure form. In this study different figures were used. Narratives were also utilised in representing the data.

3.7.3 Validity and Reliability

According to Bryan and Bell (2007) reliability is achieved if the research results are repeatable. A sign of a high reliability would, in a qualitative study, for instance imply that when a question is repeated on different occasions by different interviewers, the respondent would offer the same answer. For a qualitative research reliability mainly focuses on the degree to which the elements of the study’s design truly reflect the research enquiries. From the commissioning of this study there was need for an exploratory study that required an in-depth study of the talent management systems at PGH. This was complimented by the case study which brought about an in-depth study of the talent management systems at the organisation. To bring about reliability the same set of constructed questions was asked to each sub-group of respondents. For example, senior managers had their own uniform questions, while first line and middle managers had theirs. These questions were consistently asked to each respective sub-group. To further increase reliability respondent bias was minimised by asking the questions to each individual separately.

According to Bryan and Bell (2007) every research should endeavour to come up with research conclusions which guarantee the research’s integrity. According to Kabwe (2012), in qualitative research validity concerns the use of the right conceptual questions. Validity could be enhanced by applying the construct validity concept. Yin (2009) asserts that if a research has to pass the construct validity test it must have satisfied the following two tests:

i. Definitions of the main phenomena in terms of the concepts should be provided and they should be linked to the objectives

ii. Identification of the operational measures that match the concepts with academic literature and corresponding publications should be done.
3.7.4 Ethics and Values

i. Autonomy
In research autonomy is protected by ensuring that any consent to participate in the study is informed or real (Degu and Yigsaw, 2006). This means it is not enough to explain something about one’s study to a particular respondent, but it is the understanding and free choice whether or not to participate that is the key issue. The researcher made sure that there must be no coercion of any sort for respondents to participate in the research.

ii. Non-Maleficence
According to Degu and Yigsaw, (2006) a researcher should not inflict harm on or expose people to unnecessary risks as a result of the research. This is particularly important if the subjects may not be competent in some way, such as, the ability to give informed consent. The researcher ensured that there was no infliction of evil on the respondents by initially seeking authority to interview the respondents from management at the organisation.

iii. Veracity
All respondents in any study should always be told the truth. Consequently, the researcher ensured that the research topic was approved by the University of Zimbabwe’s Graduate School of Management to enable it to be an authentic academic study before carrying out the research.

iv. Privacy
When respondents enroll in a research study, they grant access to themselves, but this should not be unlimited access. Access is a broad term and generally includes viewing, touch or having information about the respondents (Degu and Yigsaw, 2006). Although the researcher was given the permission to carry out the research at PGH he made sure that he restricted his access to documents dealing with talent management only as well asking questions which are akin to talent management.
v. Confidentiality
Although a respondent may grant, a researcher, limited access to him or herself, they may also not relinquish control over any information obtained (Degu and Yigsaw, 2006). Certainly, no information obtained with the respondent's permission must be disclosed to any third party without that respondent's consent. This also applies to conversations. The researcher ensured that all the information obtained remains only as academic information. This information shall not be released into the press domain.

3.8 Chapter Summary
This chapter focused on the research methodology governing this study. The chapter provided an insight into the methodological framework of the research, research design, research approach, research strategy, unit of analysis, research instrument and pilot study, data analysis process, data validity and reliability and also research ethics and values. More importantly the chapter revealed that this research is predominantly qualitative in nature, hence data presentation and analysis is premised on qualitative research.
CHAPTER FOUR
RESULTS AND DISCUSSION

4.1 Introduction
This chapter seeks to present and analyse research findings. The presentation and analysis is done within the context of the research objectives. Consequently, the chapter is divided into the following thematic areas:

i. Response rate;
ii. Socio-demographic profile of respondents
iii. Use of the term talent management
iv. Talent management systems at PGH;
v. Employee retention and engagement at PGH;
vii. Talent management Operationalisation challenges at PGH.

4.2 Response Rate
The researcher decided to distribute the questionnaires personally. This paid some dividends since out of the twenty-one questionnaires distributed to the section managers a total of nineteen valid questionnaires were returned. This reflected a response rate of 90.5%. The questionnaire sought data on the different talent management variables at PGH and they were complemented by in-depth face-to-face interviews which were conducted on the five senior managers at the organisation.

4.3 Socio-demographic Profile of Respondents
It is important that in any inquiry an understanding of the background variables such as age sex, among other things are obtained. These variables are important in providing a full understanding of the situation at hand. As alluded to in section 3.4.3 the managers at PGH formed the major unit of analysis. In order to have a clearer picture of the results the demographic profile needs to be analysed. In explaining variations in responses relating to respondents’ perceptions on talent management at PGH the following variables were deemed appropriate for analysis; gender profile,
age profile, employee career progression profile and each employee’s length of employment.

4.3.1 Gender Profile

Below is a pie chart which depicts the gender profile of the respondents.

Figure 4.1: Gender profile

![Gender Profile Pie Chart]

The gender profile, as shown in figure 4.1 above, highlights that the majority (67%), of the sampled managers are male while 33% are female. The results indicate that PGH is predominantly being managed by male managers. As a health institution where most of the professions are scientific, the common myth that scientific subjects are meant for males has found sense at this organisation.
4.3.2 Respondents’ Age Profile

The table below highlights the age groups of the respondents.

Table 4.1: Age profile

<table>
<thead>
<tr>
<th>Age group</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-30</td>
<td>9</td>
<td>47.37</td>
</tr>
<tr>
<td>31-40</td>
<td>4</td>
<td>21.05</td>
</tr>
<tr>
<td>41-50</td>
<td>4</td>
<td>21.05</td>
</tr>
<tr>
<td>51 and above</td>
<td>2</td>
<td>10.53</td>
</tr>
</tbody>
</table>

The information, as contained in table 4.1 above depicts that of all the age groups the 18 to 30 age group has the largest number (47.37%). As highlighted in chapter two this is the group that comprises the millennials. These are children who were born after 1980 (after independence in Zimbabwe). The 31 to 40 and the 41 to 50 age groups cumulatively add up to 43%. These are the people who were born between 1964 and 1980. This group is made up of the people who are characterized as generation X (the equivalence of those who were born during the liberation struggle in Zimbabwe). The 51 and above age group had 10.53% of the sampled managers. These are the people who were born between 1946 and 1963. In America these are the people who were born during the baby-boomer era (these are equivalent to the generation which was born before the liberation struggle period in Zimbabwe).

4.3.3 Employee Career Progression Profile

Information in figure 4.2 overleaf indicates that the majority of managers at PGH were promoted from within the entire public health system. A perusal through the recruitment policy document indicates that the organisation, as part of the entire public health service, may be receiving its candidates from other public health institutions. Of the 30% who received direct appointment to promotional posts, information gathered from the Principal Human Resources Officer indicates that they were once part of the public health system and later resigned to join other non-governmental organisations. This information reveals that most of the managers have institutional memory and have technical and managerial skills. Figure 4.2 below is a representation of the respondents’ career progression profile.
4.3.4 Employee Length of Employment

Table 4.2 below depicts the length of service of the respondents.

Table 4.2: Length of Service at PGH

<table>
<thead>
<tr>
<th>Number of Years</th>
<th>Frequency</th>
<th>Percentage of the sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>5.1-10</td>
<td>9</td>
<td>47.37</td>
</tr>
<tr>
<td>10.1-15</td>
<td>8</td>
<td>42.11</td>
</tr>
<tr>
<td>15.1-20</td>
<td>1</td>
<td>5.26</td>
</tr>
<tr>
<td>20.1 and above</td>
<td>1</td>
<td>5.26</td>
</tr>
</tbody>
</table>

The information in table 4.2 above table indicates that the majority of managers (47.37%) have stayed at the organisation from five to fifteen years. Marrying this information and that contained in table 4.1 it can be depicted that the majority of managers are millennials and generation X. Considering that only 10.53% have served in excess of fifteen years, it can be inferred that the organisation has failed to retain experienced employees (especially those born before the commencement of
the independence struggle) at the organisation. In an interview with the Director of Operations it was noted that most of the experienced employees left the organisation during the economic depression period, especially at its peak in 2008. The organisation had no option except promoting the inexperienced who were in the service during the critical moment.

4.4 Use of the term talent at PGH
The term, as it is used in relation to the work place, has various meanings. Through a perusal of the human resources management documents at PGH it became apparent that there are two main themes; which can be addressed as long-term and short-term approaches. Taking a cue from Tansley et al (2007) PGH considers talent at the short-term level as being associated with satisfying the immediate needs of the organisation. This implies that there is need to have talented individuals at all levels of the organisation. At the long-term level, the organisation considers talent as individuals who demonstrate the ability to progress to senior levels of management. This implies that talent at PGH is broadly defined as including every employee or narrowly as those who have the potential to become Heads of Departments or Chief Executive Officers.

4.4.1 Concept of Talent Management at PGH
Management at PGH prefers to use the term “skills management” than the term talent management. The absence of the usage of the term talent management may partly be explained by the fact that the term talent management is a new phenomenon within the developing countries although the concept of talent management is inherently embedded in their human resources management practices. This can be deduced from one of the senior managers who during the face-to-face interview said:

“Maybe we prefer the term skills management because the term talent management is broad. As you may be aware, talent is always talked about in all spheres of life where there is competition, we have therefore opted to use the term skills management in a contextualised sense”.
According to the documentation at the institution, skills management practices are more closely linked to the organisation’s business strategy. The Principal Human Resources Officer highlighted that as a way of identifying the right skills to be developed, the organisation’s management meet on a yearly basis to discuss, among other things, the skills needed to execute the chosen strategy.

4.5 Talent Management Practices at PGH
Talent management practices at PGH were evaluated using the five major internationally acclaimed talent management systems. The major practices are employee recruitment and attraction management, compensation and rewarding management, learning and development management, employee performance management and succession management.

4.5.1 Employee Recruitment and Attraction
Through a face-to-face interview conducted with one of the senior managers it was noted that in attracting employees to the organisation there is predominantly the use of job advertisements. The advertisements are circulated internally to all departments and institutions in the Ministry of Health and Child Welfare. When the advertisements fail to attract suitable candidates the organisation reaches out to a wider catchment area externally through placement of advertisements in the local papers. Shortlisted candidates will subsequently be invited for the selection interviews. The organisation uses panel interview as a selection method. Through an interview with the Principal Human Resources Officer it manifested that the method is working well for the organisation. The high response rate to job advertisements flighted by the organisation was attributed partly to the good talent management practices at the organisation. However, some schools of thought tend to attribute this to high unemployment rate within the Zimbabwean labour market.

There is virtually an absence of the modern day systems of recruitment at the organisation defying Docherty and Wasdin's (2007) advice that a good recruiting system needs to interact well with an organisation’s website and online recruiting systems which allow applicants to submit their resumes. The Principal Human Resources Officer depicted that the organisation’s recruitment system, although able
to perform the task is lagging behind the recruitment practices which are being utilised by best practice organizations, which include recruitment online.

A perusal through the recruitment documents at the organisation revealed that some critical posts at the organisation have remained vacant for a long time. This was true on Consultant/Specialist posts which have a 40% vacancy rate as at 30 June 2013. Through a face-to-face interview with the Director of Operations it manifested that the University of Zimbabwe’s College of Health Sciences is facing challenges in producing adequate medical specialists for the population’s need.

Out of the nineteen heads of sections who responded to the questionnaire only 5.26% highlighted that they ensure that vacancies do not remain open for a long period while 26.32% said they are not sure the rest highlighted that they do not devote their time and energy to attend to the filling of a post which falls vacant. In trying to understand the reason for this the researcher was advised by the Principal Human Resource Officer that recruitment absolutely falls under the purview of the Human Resources department. The Heads of Departments are only incorporated into the selection panel so as to make the final decision on the best candidate to be selected. However there was a consensus among all respondents that they make sure that they consistently appoint high potentials into their teams. Figure 4.3 overleaf summarises the responses from the respondents on the recruitment and attraction practices at PGH.
Ten percent of the respondents highlighted that they do not possess a good knowledge of the human resources recruitment processes, while none strongly disagreed. Seventy-five percent agreed that they possess good recruitment knowledge while twelve percent strongly agreed. However, three percent were not sure. The information indicates that the majority of managers are well versed with the recruitment processes and policies used at the PGH.

In an effort to find out how attractive the organisation is to the prospective job employees, the researcher analysed the appointments documentation at the institution. The information as tabulated overleaf shows the appointment statistics for selected medical grades:
The information tabulated in table 4.3 above shows that the institution has good acclaim to job seekers. The fact that the organisation has been able to attract one hundred and seventy-eight employees within a period of six months shows that the organisation is an employer brand. The organisation is also able to attract employees from foreign countries as tabulated in table 4.4 overleaf.
Table 4.4: Statistics of foreign personnel employed at PGH.

<table>
<thead>
<tr>
<th>Position</th>
<th>Country of origin</th>
<th>Number employed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurses</td>
<td>Cuba</td>
<td>10</td>
</tr>
<tr>
<td>Pharmacists</td>
<td>Cuba</td>
<td>5</td>
</tr>
<tr>
<td>Hospital Medical Officers</td>
<td>Cuba</td>
<td>4</td>
</tr>
<tr>
<td>Engineers</td>
<td>Cuba</td>
<td>1</td>
</tr>
<tr>
<td>Specialist/Consultant</td>
<td>China</td>
<td>5</td>
</tr>
<tr>
<td>doctors</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The organisation employs ten nurses, five pharmacists, four doctors, one engineer and one physiotherapist from Cuba and five specialist/consultant doctors from China.

4.5.2 Compensation and Rewarding

Figure 4.4 overleaf summarises the responses from the managers on the compensation reward management practices at PGH.
All the respondents indicated that they are not given the opportunity to nominate the members in their teams for the best performance awards as there is no such practice at the organisation. Fifty-three percent of the respondents agreed that employees are rewarded for exemplary work in a variety of ways while eleven percent strongly agreed with the assertion. Thirty-seven percent of the respondents professed ignorance of the organisation’s practice on rewarding exemplary work.

According to Armstrong (2010) recognition schemes are arrangements to recognise an employee’s performance publicly or by a gift or a treat. According to the Principal Human Resources Officer the process of recognizing employees’ performance has seen the high potentials remaining at the organisation.

All the respondents strongly agreed that salary notches are allocated fairly and according to individual performance. Although talented individuals are recognised by the organisation all the respondents strongly disagreed that management ensures that salaries and benefits are market related. The researcher confirmed this with the
Principal Human Resources Officer who highlighted that the main stumbling block is that the salaries for employees at PGH are set by government; hence they need to be uniform with those of corresponding grades at other government institutions.

4.5.3 Learning and Developing
As observed on age profile on table 4.1 the majority of managers at PGH are millennials who were promoted during the economic depression period. As a result there is need to ensure that these cadres are fully developed to meet the challenges attached to the managerial posts. Data was collected on the learning and development practices at the institution. The researcher’s questions centred on four aspects namely; the organisation’s genuine interest to foster learning and development, the organisation’s assessment of employees’ development needs, managers coaching styles and whether managers meet with staff for career planning sessions.

Sixty-eight percent of the respondents indicated that the organisation possesses a genuine interest to foster the learning and development of its people while twenty-six percent strongly agreed. Only five percent have not witnessed management’s genuine interest on fostering learning and development for the employees. Fifty-two percent of the respondents disagreed that PGH makes an objective assessment of employees development needs while five percent strongly disagreed. Twenty-six percent were not sure as to whether there is any objective assessment of employees development needs which takes place. Fifteen percent, however, agreed that there is an objective assessment of employees development needs. Fifty-three percent agreed that managers at PGH coach staff on a one-to-one basis and forty percent strongly agreed to that assertion. Eighty-four percent of the respondents disagreed with the assertion that managers meet with team members for formal career planning sessions. Figure 4.4 overleaf summarises the learning and development management practices at PGH.
The researcher sought to find out if there is any formal feedback which is conducted with the subordinates for developmental purposes. One of the top managers stressed that honest feedback is paramount in the health sector as there is no second chance when it comes to human life. All processes which deal with human life need to be done correctly at the first instance as human life does not have a second chance, hence the need for honest feedback.

One of the developmental processes for employees is to attach them, for a specified period, to best practice organisations. In an interview with the Director of Operations it was highlighted that attachments to best practice organisations are affected by skills scarcity within the organisation, hence the organisation may not have the luxury of sending their few talents to other organisations compromising patients’ care. As quoted from the one of the Directors,

“Plans are underway to attach some of our clinical staff to other countries like the United States, Canada and India but currently the process is affected by
low manning levels of our critical posts. Once our manning levels improve we will be in a position to second some of our staff. Currently our clinical staff is utilising the process of tele-medicine where they may consult with their counterparts in India”.

4.5.4 Employee Performance Management
Overleaf is figure 4.5 which depicts responses from the first line and middle level managers on the performance management practices at PGH.

Out of the nineteen respondents to the questionnaire seventy-nine percent agreed that the organisation has a sound employee and organisational performance management system while twenty-one strongly agreed. In an interview with the Principal Human Resources Officer the researcher discovered that the organisation uses the Results Based Performance Management System which was adopted from the Malaysian government.

All the respondents agreed that each employee’s performance objectives are tied to the organisation’s goals. This was confirmed by the Principal Human Resources Officer who highlighted that the basic principle of the Results Based Performance Management System is to ensure that each activity in the organisation is premised on the organisational vision. Seventy-four percent of the respondents agreed that each employee’s performance is monitored and evaluated regularly. The Principal
Human Resources Officer went on to explain that the employee performance system is monitored and evaluated regularly by the organisation’s Human Resources department to ascertain its compliance to the organisational vision and goals.

4.5.5 Employee Succession Management

Sixty-eight percent of the respondents agreed that the organisation has talent pools from which to replace people at any level of the organisation. However, thirty-two percent disagreed that the organisation has talent pools. The Principal Human Resources Officer highlighted that through the Results Based Performance Management System each Head of Department comes up with a departmental talent pool. The Head of Department is the one who recommends a candidate for placement in the talent pool. While the candidate's name is in the talent pool the immediate supervisor of the talent will continue coaching the candidate until the candidate assumes the responsibilities of a higher position. One of the top managers who disagreed with the assertion could be against the practice; “Probably these are voices of those who failed to meet the grade of being part of the talent pool members”. Below is figure 4.5 which summarises the respondents’ responses.

Figure 4.7: Employee succession management
4.6 Retention and Engagement of Talent at PGH  
According to Rousseau (1995), Berger (2004), Blass et al (2006) and Holland et al (2007), due to changes in the prevailing psychological contracts, talented employees have the option to choose the employer who appeals to them based on factors such as diversity policy, work-life balance and the extent to which they are accorded the opportunity to make choices. Consequently employee retention and engagement have a substantial impact on employee productivity. Martel (2003) highlighted that in order to obtain high performance employers need to engage their employees. A perusal of the retention strategy documents at PGH revealed that the organisation has a retention strategy for talents in grade C5 to F. Through assistance from the Global Fund to Fight Aids/HIV, Tuberculosis and Malaria the critical staff is being paid retention allowances. Although the organisation recognises that talent, at every level, is important and needs to be retained the organisation is not financially very stable, hence cannot incorporate all grades in its talent management strategies. Grades A1 to C4 are not currently on the retention scheme.

In an effort to determine the employee retention levels at PGH the researcher analysed the resignations register and discovered the information as tabulated below.

Table 4.4: PGH resignations as at 30 June 2013

<table>
<thead>
<tr>
<th>Grade</th>
<th>Number resigned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered General Nurses</td>
<td>4</td>
</tr>
<tr>
<td>Pharmacists</td>
<td>1</td>
</tr>
<tr>
<td>Pharmacy Technicians</td>
<td>1</td>
</tr>
<tr>
<td>Hospital Medical Officers</td>
<td>1</td>
</tr>
<tr>
<td>Student Nurse</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8</strong></td>
</tr>
</tbody>
</table>

The information in the table above indicates that there were minimal resignations at PGH. As compared to the number of appointments, which were one hundred and seventy-eight, there was a difference of one hundred and seventy people between...
the number that joined the organisation and that which resigned. This shows that PGH in-post establishment increased by one hundred and seventy employees. The results confirm the managers’ assertion that the organisation is making tremendous effort to retain its staff. The organisation has an establishment of three thousand and seventy-one employees. Out of this establishment there are two thousand four hundred and twenty-four employees in post which translates to seventy-nine percent. The interview made with the Principal Human Resources revealed that there are a lot of swoop applications from employees of other health institutions who are intending to come and work at PGH. However, those at PGH are rejecting the offers to transfer to other health institutions. Figure 4.6 overleaf highlights the engagement index for PGH employees.
Sixty-eight percent of the interviewed section managers highlighted that they are satisfied with their jobs and are contended that there are no other jobs for them than their current jobs. Thirty-two percent strongly agreed with the assertion. This indicated that the majority of managers have passion for their jobs although it did not translate to being engaged to the organisation. Forty-seven percent of the managers indicated that they are not satisfied with the organisation and have intentions to leave while five percent strongly indicated that they are not satisfied with PGH as an organisation. Some of the heads of sections highlighted that although they may feel undervalued at PGH they are not prepared to change their career paths. For example those who are medical doctors retorted that they would rather change the organisation than reneging from their prestigious careers. Another forty-seven percent indicated that they are satisfied with PGH as an organisation.
Furthermore seventy-nine percent of the respondents highlighted that they have good working relationships with their superiors and are pleased to continue working under them. Given an opportunity they would not want their superiors to leave the organisation. The same respondents indicated that they have good working relationships with their subordinates and given an opportunity they would not want them to leave the organisation.

4.7 Top Managers' Perceptions of Talent Management Practices

4.7.1 Compensation Practices
Face-to-face interviews were utilised to decipher information of talent management practices from the senior management and how they perceive the process. One of the managers said, "If we don't pay for performance to create a good image for our organisation, then what should we pay for?" Seventy-five percent of the interviewed managers highlighted that organisations need to pay for performance or results. One of the managers described compensation as paying for creativity and innovation so as to generate a good image for the organisation. The senior managers highlighted that each employee should be paid what he/she is worth to the organisation while two encouraged poor performers to leave the organisation.

Survey participants unanimously agreed that there is need for integrated pay and rewards programme. Twenty-five percent of the top managers acknowledged that none of their pay and rewards programs was working, likely because these managers viewed individual compensation programs (like Global Fund Retention Employee Allowances Scheme) as contributing to employee disengagement in some quotas. Competitive basic remuneration was seen as a core element but not the whole picture of remuneration strategy. Basic pay, coupled to career opportunities, was seen as important to enable sound recruitment of key/potential talent.

4.7.2 Training and Development
Top managers at PGH said training and development are important, particularly for professionals or people in clinical jobs. They highlighted that the organisation’s key
objectives should be to keep the organisation's core competencies current and fresh and ensure that the key talents are retained.

4.7.3 Retention and Engagement
All the top managers hinted that talent retention is of critical importance for all health institutions in Zimbabwe. These managers highlighted that keeping the best people closest to the organization's core competencies, is imperative and there is need to selectively identify and retain the people who are essential to the organisation's "going forward" business model. The retention focus for the top managers is on people who possess the company’s core clinical competencies, such as doctors, nurses, pharmacists and other paramedical talent. After the organisation's core clinical staff, the managers mentioned other critical support staff like accountants, auditors, human resources and information technology staff. One objective mentioned by ninety percent of the respondents is "to keep the best and potential talent" and discourage them from going to the diaspora which has culminated in insurmountable brain drain." The managers interviewed believe that in both good and bad economic environments it is vital to retain the people who perform and have competencies and skills that tally well with the core talent needs. The managers acknowledged that high talent always opt for the "best deals", internally or externally. They believe retention of key talent requires two primary managerial actions namely:

i. Understanding and addressing the flimsy balance of people staying or leaving based on what is offered by their organisation as opposed to what is offered by other organisations in terms of total rewards.

ii. Appreciating high talent by making them feel important and making them aware that they are adding value to the organisational operations and are included in the organisation's future plans.

Managers interviewed view employee engagement as indispensable to business operations as it works to enhance organisational image. In contrast, top managers were split on the importance of employee satisfaction. Fifty percent of the senior managers argued that employee satisfaction is not important or is minimally important for professional workers like doctors and nurses, while the others unwaveringly
argued that employee satisfaction is important, if not the “blood” of organisational performance.

4.7.3 Talent Management and Organisational Image

PGH is a health institution which is meant to provide health delivery service. People may prefer to visit this organisation for service if it offers the best service. The majority of responses from top managers indicated that there is certainly a link between talent management practices and organisational image. However almost all the respondents confirmed that there is no mechanism that is employed by the company to measure the impact of talent management on organisational image.

The Director of Operations highlighted that the current focus, insofar as PGH is concerned, is on cascading the talent management practices on all professional categories throughout the organisation. The emphasis is on creating clinical and non-clinical skills talent pools. It was revealed that talent management initiatives are getting support and traction from senior managers throughout the organisation and it is a highly visible initiative supported by the organisation’s Hospital Management Board.

One of the senior managers indicated that the next phase of the talent management initiative will focus on developing matrices that will seek to establish the impact of talent management to the organisational image. PGH does not have coordinated systems in place to measure the impact of talent management practices on organisational image. To quote one senior manager’s response:

"Why would we be spending so much money and time and expending so much energy on talent management within the organisation? The benefits are obvious and they are there for everyone to see. All patients flock to this organisation for no other reason than good service which is a ramification of our talent management practices"

Top managers perceive that there is a link between talent management and organisational image. They further stated that in future the emphasis will be on
developing systems for measuring the impact of talent management practices intervention on organisational image.

4.8 Challenges Encountering Talent Management Operationalisation at PGH
Research at PGH revealed that the economic stagnation of 2009 to 2013 dramatically affected employee performance. This was basically in the following ways:

4.8.1 Declining Employee Productivity
In an interview with one of the senior managers it emerged that overall employee performance is suffering due to perceived declining employee engagement. It is claimed that over the past 4 years, the number of employees exhibiting high levels of discretionary effort has drastically declined leading to productivity losses.

4.8.2 More Disengaged Employees.
Management claims that low performing employees are less likely to quit from the organisation at this moment, but the rise in disengaged employees places even greater pressure on managers. This trend has created even more complex talent management challenges for PGH managers who exhibited limited experience in re-engaging uncommitted staff.

4.8.3 Increased Risk that High Potentials Will Leave.
Management has realized that high potential employees (future leaders) are exhibiting increased revelations of turnover, while the tolls of disengaged and low-producing employees are increasing. High potential employees are now more inclined to quit.

4.8.4 Other Challenges
Management at PGH highlighted the following as some of the challenges faced by PGH in its effort to come up with sound talent management practices:

- A wide range of talent management practices are only “partly in place” at PGH.
- PGH is under-developing high-performing talent, thereby bringing about severe threats to the retention of key talents and longer-term productivity.
- PGH is unable to assess employee training needs and outputs and run the risk of making continued investments in underperforming programs.

**Chapter Summary**

This chapter presented and analysed the data that was collected through questionnaires, interviews, observations and document analysis. This was done within the context of both the research objectives, research questions and the literature review presented in chapter two. The chapter specifically covered the response rate of the questionnaires, socio-demographic profile of the respondents, use of the term talent, concept of talent management, talent management systems, employee retention and engagement, top managers’ perceptions of talent management practices at PGH. It also discussed the challenges as encountered by management at PGH in their endeavour to operationalise talent management practices at PGH.
CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This is the final chapter of the research and it brings together the findings of the research and summarises the contributions to the body of knowledge in the field of talent management in the healthcare industry as epitomized by the case of PGH. This chapter provides conclusions on each of the objectives and provides answers to the questions raised. It will be in this chapter that the researcher will conclude as to whether the talent management practices at PGH were identified. The chapter also exposes whether PGH talent management practices have any bearing on employee engagement and retention and also whether PGH management’s perceptions of talent management have any bearing on the talent management being put forward at the organisation. The chapter also makes a conclusion on whether the talent management challenges at PGH can be overcome. The conclusions lay the foundation for the recommendations to be put forward in section 5.2. The chapter also discusses the areas recommended for future study.

5.2 Conclusions
This section will present concluding remarks on each of the researcher’s objectives highlighted in chapter one. The section will follow the following major thematic areas:

i. Talent management practices at PGH
ii. PGH employee retention and engagement
iii. Top management perception of talent management
iv. Challenges hampering smooth operationalisation of talent management at PGH

5.2.1 Talent management practices at PGH
Data gathered revealed that PGH has talent management practices in place although they are reeling under insurmountable challenges.
i. **Employee recruiting and attraction**
The employee attraction policy is working well at PGH. The organisation is not having challenges in attracting employees to the organisation. This can be partly attributed to the high employment rate in the country and the government’s move to freeze recruitment of health personnel among other government workers. Due to this any post which is advertised will receive many responses as many people are out of employment. Be that as it may, it can be concluded that although the organisation is doing well in attracting prospective employees the recruitment system of flighting advertisements in the press is deemed archaic. The organisation is yet to adopt current methods of recruitment and attraction.

ii. **Compensation and rewarding**
Salaries and benefits at the organisation are not market related. This is cause for concern to the employees and management. The organisation’s rewarding system is weak; as a result the researcher concluded that PGH has a weak compensation and rewarding system.

iii. **Learning and development**
PGH has learning and development policy which allows individuals to go on human resources development leave on full salary, as long as the course is relevant to the organisational processes. This has encouraged many employees to embark on full-time developmental programmes as they do not lose out on their employment benefits while on leave. Overall it can be inferred that PGH has a sound learning and development policy. Through its tele-medicine programme the organisation has carved itself as a learning organisation.

iv. **Employee performance management**
By adopting the Results Based Performance Management System PGH has linked its organisational vision to individual performance. All workers’ performance can be evaluated on the basis of attaining organisational goals. As a result it can be concluded that PGH has a sound talent management practice of performance
management since employees are able to get feedback on their individual performance on a regular basis.

v. Employee succession management
Research conducted revealed that PGH has a clear succession management policy. The organisation promotes from within. The members to be promoted come from the talent pools. These are members who have been coached and groomed to succeed the current incumbents. Where the organisation fails to find suitable candidates for a particular post advertisements are sent to sister organisations, like Harare, Chitungwiza, United Bulawayo and Mpilo Central Hospitals for suitable candidates to respond. It can, therefore, be concluded that the organisation has put in place functional talent pools for all health professionals.

5.2.2 Employee retention and engagement at PGH
The organisation has a retention policy for all grades. However, the policy is not being implemented to employees in grades C4 and below, which comprises General Hands and Nurse Aides. The retention strategy appears to be working well for grades C5 to F. The turnover records for grades C5 and above indicate that few employees are leaving the organisation. It can therefore be concluded that employee retention and engagement are on a high note, especially employee engagement to the organisation.

5.2.3 Top management perceptions of talent management
It can be concluded that top managers at PGH view the compensation and rewarding talent management practice as vital to employee retention. These managers share the Resource Based View of competitive advantage as put forward by Barney and Wright (1997), where it is believed that for organisations to succeed there is need to have the human resources in their adequate numbers and rightful skills. It can therefore be concluded that top managers at PGH are well versed with the prevailing talent management practices and their advantages to organisational efficiency and effectiveness.
5.2.4 Challenges hampering smooth operationalisation of talent management

The research revealed the challenges bedeviling the operationalisation of talent management at PGH. In that frame the researcher concluded that these challenges are, however, man made and can be overcome. The talent management practice is not covering all professional categories, thus it is facing operational challenges as those not included on the talent management list feel left out hence are disgruntled to the detriment of health service delivery.

5.2.5 Evaluation of the propositions

This research came up with two major propositions namely; that PGH has sound talent management practices and that PGH’s talent management practices do not influence employees’ retention and engagement. The following are conclusions made on these propositions.

On the proposition that the organisation has sound talent management practices the researcher concluded through the interviews conducted and analysis of organisational documentation that PGH has talent management practices in place. However, the researcher could not absolutely conclude that the practices in place are sound as some of them are shrouded in challenges especially the compensation and rewarding system where salaries are not market related.

The other proposition spelt out that PGH’s talent management practices do not influence employees’ retention and engagement. Through research conducted it was concluded that the talent management strategies at the organisation have influenced retention of the talents. However, information gathered reveals that the level of engagement is low. As such it can be concluded that the majority of the employees are not engaged.
5.3 Recommendations

5.3.1 Managing the millennials
Research revealed that most of the managers at PGH are millennials; hence strategies should be put in place to retain and engage that employee category. Despite the millennials’ differences with the previous generations, McMahon, Miles and Bennett (2011), believe that talent managers can successfully attract and retain high performing employees of this generation. All they need to do is to implement the following strategies:

i. Take time off into account
Millennials value their time off and their ability to control when they are on and off the job. As a result PGH needs to adapt their organisational policies to their workers’ attitudes or risk losing talent to competitors that have incorporated millennials’ values into their various policies. The advantage to promoting this kind of policy shift is that younger workers are more likely to remain enthused about their work and less inclined to experience destructive burnout symptoms that could cause them to consider other pursuits.

ii. Stay- and empower them to stay- a few steps ahead
To address the potential challenges posed by relatively fixed dispositional characteristics shared by many millennials, PGH has two options:

a) There is the need to select employees with certain qualities. By being cautious when conducting interviews and determining which assessments to deploy, PGH can better gauge the degree to which their millennial applicants can adapt to the workplace. For example, millennials who score higher in intellectual flexibility and take comfort with ambiguity should be more adaptive than those who score lower.

b) PGH can benefit from clearly articulating the traditional career paths through the organisation. A well-designed path up an organisational chart will appeal to
millennials’ preference for structure and relatively low interest in ambiguity. Millennials tend to thrive when they know precisely what is expected of them and how they should accomplish goals. From their perspective, an expectation of explicit feedback in the workplace is a logical outgrowth of the frequent and specific feedback many received throughout their school years.

5.3.2 Understanding of the Organisational Strategic Plan
In PGH’s endeavour to introduce sound talent management practices there is need for:

i. identification of the current changes taking place externally that impact on the organisation
ii. analysis of the internal drivers for change;
iii. investigation into the possible future scenarios that face the organisation;
iv. recognition of the organisation’s core competencies;
v. understanding and outlining of any envisaged constraints;
vi. consideration of the significant organisational goals;
vii. making clear the implications of business goals for management; and
viii. identification of any specific capabilities that the organisation will need in order to meet future business needs.

5.3.3 Organisational Strategic Human Resources Management
There is need to interrogate the organisation’s database or its human resources systems to have a clear picture. There is also need to gain access to data from other sources like recruiters, industry reports, benchmark reports and others. This information helps in creating a clear picture about the demand and supply for talent in the organisation’s area. Cognisance should be taken of the following when building a clear picture:

i. the current demand for skills in the healthcare sector;
ii. the expected future demand for skills in the sector;
iii. the organisation’s possible future demand of the skills;
iv. the current make-up of the human resources;
v. the numbers employed, grade, length of service, time in role, performance ratings, readiness for promotion, average age, number eligible for retirement next year, diversity metrics;

vi. labour turnover rates, including retirements and voluntary resignations;

vii. overall size of departments, grade levels and groupings of jobs;

viii. performance levels and the level of likely dismissals due to non performance;

ix. availability of skills externally;

x. recruitment data, including numbers applying for employment, why people reject the organisation’s offer and go elsewhere, offer rejection rates, time taken to fill positions and promotion rates.

5.3.4 The Budget Available
The budget is critical in talent management, but should not restrict one’s reflections too early. Before prioritising the areas to be funded it is important to do a reality check about what is affordable. If a gap that is critical is recognised but is outside the budget there is need to build a business case for it. It is recommended that PGH sets aside 10% of its annual budget for talent management programmes.

5.3.5 Decision on the Priority for Addressing Gaps
At this stage, there is need to deal with the difficult issues of prioritising the gaps which the organisation will need to fill. The following should be considered in prioritising gaps to be addressed:

   i. priority order for addressing current talent management gaps;
   ii. rationale for selecting the order and what might impact the order and
   iii. gaps that will not be addressed as priorities and why

5.3.6 Identification of the Interventions Needed to Close the Gaps
Analysis of the following critical areas help in identifying the interventions required to close the gaps:

   i. Outsourcing
      There is need to identify activities which are core to PGH and those which can be outsourced.
ii. **Succession plan**
   a) The organisation needs to adopt the nine-box tool of categorizing talent. This is a matrix tool used to evaluate and plot an organisation’s talent pool. The process is based on two factors namely; performance and potential.
   b) PGH needs to ascertain roles that will have successors identified.
   c) The organisation needs to highlight the critical posts for which there must be a supply of successors ready at different times.

iii. **Creation of specific talent pools**
PGH needs to set-up three talent pools namely; technical, leadership and general pools.

iv. **Acquisition of Talent**
There is need for PGH to:
   a) acquire the more scarce talents like medical specialists from outside the country;
   b) use modern methods of recruitment and selection especially conducting psychometric assessments during recruitment and selection.

v. **Development of talent**
The Training and Development unit at the organisation should be supported to:
   a) train, re-deploy or reassign people as the need arises; and
   b) to identify performance gaps and arrange for in-house training.

vi. **Management of Talent**
In order for PGH to be able manage its talent well there is need for identification of both latent and patent elements of talent. Key elements in the identification and assessment of talent include:
   a) having each employee’s performance data readily available; especially provided by the 360 degrees performance management framework, and
   b) conducting regular talent review meetings.
vii. **Separation with employees**

The organisation should take a bold move of separating with employees who do not demonstrate the talents needed by the organisation on its talent branding process.

**5.4 Contribution towards new knowledge**

**5.4.1 Conceptual contribution**

This research has contributed towards a clearer understanding of the definitions and conceptual frameworks of talent management in the health sector; particularly the government organisations. There appears to be no research conducted on the talent management aspects in the health sector in Zimbabwe. As a result most managers in the health delivery system can now take a cue from this study of talent management and embrace it as the epicentre for organisational efficiency.

**5.4.2 Managerial contribution**

This study may generate interest to managers in three ways:

i. The framework adopted to conceptualise talent management in the present research elucidates both managerial and individual dimensions of talent management. This aspect therefore provides the window through which senior managers can identify the gap between their intentions and the practical reality of functionalising talent management. Most organisations acknowledge human resource as their most important resource (Barney and Wright, 1997), but without particularly paying attention to how to manage the various stages in an individual’s employment life cycle. This research advises managers that it is critical to perfectly manage every stage of an employee’s life cycle to encourage retention, engagement and succession.

ii. The research has manifested that the term talent management is organisation specific. Each organisation’s core business will underline the category of employees who may be classified as critical. For example, it is clear that medical
doctors, nurses, pharmacists, to mention a few, are critical to health delivery at health-related institutions.

iii. The study helped in showing that there is need for Chief Human Resource Officers, as facilitators of talent management, to conceptualise ways through which departmental heads can be empowered to handle workers’ elements of disengagements. Departmental heads, as indispensable partners in the development of employees’ competencies, can play a crucial role in nurturing employees’ expectations. This can be achieved if the departmental heads are well informed about the various employee development programmes, especially those aimed at talented employees whom they may have close contact with.

5.5 Areas for Future Study

5.5.1 Talent Management and Millennials Performance
Since the millennials are the ones who are close to taking over organisational reigns it would be worthwhile studying how talent management may influence millennials’ work performance and ethics in the health delivery systems.

5.5.2 Talent Management and Organisational Profitability
There is need to research on how talent management may influence the profitability of commercial organisations in the Zimbabwean private sector. Some scholars have pointed out that talent management has a bearing on organisational profitability. However, it appears as if there is no serious research which has been conducted on the relationship between talent management and organisational profitability within the Zimbabwean companies, hence the need to have a closer scrutiny in that area.

5.6 Chapter Summary
This final chapter brought to light the findings of the research and summarised the contributions extended to the body of knowledge in the field of talent management in the healthcare industry. The chapter made conclusions on each of the objectives postulated in chapter one. In tackling the research objectives answers to questions raised in section 1.7 were also provided. The chapter brought to light that PGH is on course in its endeavour to implement talent management practices although there
may be challenges which may need to be technically addressed. The chapter also revealed that PGH’s talent management practices have some bearing on employee engagement and retention. It was in this chapter that the researcher discovered that PGH’s management has clearer perceptions of the effect of talent management practices on organisational image. The chapter also revealed that the talent management challenges at PGH can be overcome through the adoption of talent management practices in their totality and commitment from the senior managers. Recommendations were also made on how PGH would improve on its talent management practices. The chapter closed by discussing the areas recommended for further study.
References


California: Sage Publications.
Appendix 1: Talent Management Survey Questions for Heads of Departments and Supervisors

My name is Charles Mudimu, a Masters in Business Administration final year student at the Graduate School of Management of the University of Zimbabwe. I kindly request your voluntary participation in answering the questions as contained below.

Purpose of this Survey
The purpose of this survey is to help the researcher in understanding the different Talent Management variables that are being utilised in the health care industry. The research study involves testing of different talent management variables in retaining and ensuring employee engagement in the health care industry. The researcher assures you that the results of this research will only be used for academic purposes.

What Is Talent Management
In order to gain a competitive advantage in the business market, organizations need to ensure that they hire highly talented employees. This is driven by means of talent management strategies which mostly focus on five primary areas: attracting, selecting, rewarding, developing and retaining employee. The survey results will help to rate the different Talent Management variables as they are being utilised in the health care industry.

Instructions
Please do not put your name since your responses are completely confidential. Your answers will be grouped with those of other respondents. You are kindly requested to indicate your response to each question by checking off with a cross (x) in one of the alternative boxes provided. You are further requested to make an effort to answer all the questions.
Gender: .............................................Male ☐ Female ☐

Age: …… 18-30 ☐ 31-40 ☐ 41-50 ☐ 51 and above ☐

Length of Service with organisation:
0-5 years ☐
6-10 years ☐
11-15 years ☐
16-20 years ☐
21 years and above ☐

How did you reach this position?
Promotion ☐
Direct appointment from outside ☐

<table>
<thead>
<tr>
<th>RECRUITING AND ATTRACTING</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Not sure</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I prioritize time to interview potential candidates when a vacancy arises</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I possess a good knowledge of HR recruitment processes and policies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I consistently appoint high calibre employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I devote time and energy to attend to the filling of a post which falls vacant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I ensure that vacancies do not remain open for a long period of time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| COMPENASTION AND REWARDING                                                                 |                   |          |          |       |               |
| I nominate employees for best performances awards                                         |                   |          |          |       |               |
| Employees are rewarded for exemplary work in a variety of ways |  |
| I provide verbal or written recognition for individual contribution where appropriate. |  |
| Salary notches are allocated fairly and according to individual performance |  |
| Management ensures that salaries and benefits are market related |  |
| Exceptional performance of employees and teams are celebrated by the organisation |  |
| **LEARNING AND DEVELOPING** |  |
| The organisation possess a genuine interest to foster the learning and development of its people |  |
| The organisation makes an objective assessment of employees' development needs |  |
| Special coaches are regularly invited to develop the employees' work skills and ethics |  |
| Managers coach staff on a one-to-one basis |  |
| I give honest feedback to subordinates for developmental purposes |  |
| Employees are regularly attached to other best practices organisations to develop their work processes |  |
| I meet with team members for formal career planning sessions |  |
| **TALENT** |  |
| I remind team members of the importance of remaining as high calibre employees or making an effort to be one |  |
| I prioritize issues which concern the development of employees |   |   |   |   |
| I remind team members of the importance of always giving exceptional performance |   |   |   |   |
| I ensure that all team members have equal understanding towards the personal and family needs of team members. |   |   |   |   |

**RETENTION**

The organisation has a retention strategy for all talent

The organisation recognises that talent at every level is important and needs to be retained

There are different retention strategies for different levels of talent and categories of employees

**SUCCESSION PLANNING**

The organisation has talent pools from which to replace people at any level of the organisation

The organisation is grooming people for future jobs that are not currently on the establishment

The organisation has a mechanism for identifying potential successors and high potential individuals

**PERFORMANCE MANAGEMENT**

The organisation has a sound employee and organisational performance system

Each employee’s performance objectives are tied to the organisation’s goals.

The employee performance is monitored and evaluated regularly.
<table>
<thead>
<tr>
<th>ENGAGEMENT</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Not sure</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with my job and belief there is no other job for me than this one</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am satisfied with this organisation and do not have intentions to leave.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Given an opportunity I will take my professional career somewhere.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>If an opportunity arises I can change my career path</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have a good working relationship with my superiors and given an opportunity I would not want them to leave the organisation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have a good working relationship with my subordinates and given an opportunity I would not want them to leave the organisation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organisation is taking care of my professional and personal aspirations well</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Thank you for sparing your precious time answering the above questions. Your participation is greatly appreciated.
Appendix 2: Interview Schedule for Senior Managers

Gender
Male ☐ Female ☐

Length of service in years
0-5 ☐ 6-10 ☐ 11-15 ☐ 16-20 ☐ 21 and above ☐

1. What is your understanding of talent management as it is used in your organisation?
......................................................................................................................................................
......................................................................................................................................................
......................................................................................................................................................

2. In what ways do talent management practices add value to health delivery?
......................................................................................................................................................
......................................................................................................................................................
......................................................................................................................................................

3. Which of the following talent management practices do you have in place as an organisation?
   Human resources planning ☐
   Induction programmes ☐
   Rewarding and compensation ☐
   Recruitment and attraction ☐
   Learning and development ☐
   Retention and engagement programmes ☐
   Succession management ☐
4. What interactions take place within the organisation in order for employees' talents to be recognised?
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

5. From your experience what are the major constraints in enacting effective talent management initiatives aimed at improved health delivery at your organisation?
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

6. What is your perception on the concept of talent management practices?
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

7. From your experience to what extent do managers/employees who have been on talent management programmes make an impact on building the organisation’s image?
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
8. From your experience does talent management play any role in engaging talented employees at your organisation?

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………

9. In what ways do talent management practices encourage employees to be committed to the organisation?

………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
Appendix 3: Authorisation by PGH to carry out the Study.