



EXPLORING THE ROLE OF TALENT MANAGEMENT PRACTICES ON EMPLOYEE RETENTION: A CASE OF NAMIBIAN POLICE, WALVIS BAY.

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ABSTRACT

This study explored the role of talent management practices on employee retention at NAMPOL. The study's primary goal was to explore the role of talent management practices on employee retention at NAMPOL. An interview guide was utilized to obtain qualitative data for the study, which employed an exploratory research design. Twenty-four (24) participants that include junior and senior officers formed the sample of this study. Thematic analysis was used to analyze the data. The study's results demonstrate that the participants were aware of the significance of talent management for staff retention at NAMPOL. The results demonstrate that NAMPOL has a talent management policy and that it is typically carried out effectively. Nevertheless, the Human Resources Management's attempts to apply talent management more successfully at NAMPOL are hampered by the minimum of resources allocated to the program. This study advised NAMPOL to recognize the significance of integrating a talent management culture.

Key words: Talent Management, Employee Retention, Organisational culture, Succession Planni

1. INTRODUCTION

Talent management is a relatively recent topic in the management world. In the 1990s, when attention to talent management was first focused on it, the expression "war for talent," which emphasized severe competition among firms, became common among major worldwide corporations (Mabope, 2018). As a result, the emphasis of competition changed to attracting and building the legal and financial structures that support the retention of talented and highly trained personnel. In addition, it has developed into a management system that is employed in the majority of institutions as one of the development and change strategies (Spreitzer, et al., 2017), as it is a method of utilizing and disseminating the potential of gifted individuals within the institution in order to achieve some common use of their potentials.

As a result of the rising tide of globalization, the increased competition for people, and the movement of minds, organisations have struggled to acquire and employ talents and human intelligence to promote their aims (Saurombe & Barkhuizen, 2022). Since managing talent is thought to be the best method to gain a competitive edge, executives spend 20–40% of their time doing so. Therefore, it is necessary to sustain talent by developing a plan to manage it from the time of recruitment until retirement age (Mabope, 2018).

The talents of talented people must be preserved, which requires employee retention. By doing this, a company can sustain high-quality items that are distinguished by strong sales without worrying about losing customers (Mahlahla, 2018). Long-term coworkers will benefit from a favorable work environment, solid management connections, successful succession planning, and deeply ingrained organisational knowledge and learning. Retaining key personnel, especially recent grads, is essential for the success of any organisation. The importance of businesses investing in staff retention is emphasized by Aina and Atan (2020). The Namibian police force has faced numerous difficulties over the years, including employee resignations and inter-ministerial transfers, which jeopardize NAMPOL's capacity to carry out its mandate. The former police chief Ndeitunga noted that only 800 men and women were wearing uniforms when the force was founded in 1990. The number eventually increased to 18 000 at some point, but due to a high turnover rate, it is now steadily declining and it is reported to be standing at 16423 (Haidula, 2021). Ikela (2018) reported that, the then Inspector General Ndeitunga said that because the force is losing employees to resignations, he wants the compensation of officers with the level of inspector and

below raised. According to New Era Reporter (2014), the Police Force's expansion is hampered by a high personnel turnover rate of 500 officials annually brought on by retirements and resignations. The paper also stated that this turnover translates into N\$77 million annually, which is used to pay for training police officers. This study, therefore, explores the role of talent management on employee retention in the Namibian police force, with focus on Walvisbay District. In particular, the secondary objectives of the study entailed; to explore the talent management initiatives in place to support talent retention at the NAMPOL; to establish the importance of embedding an organisational culture that promote talent management and employee retention at the NAMPOL and to investigate the challenges faced in implementing talent management at NAMPOL.

2. LITERATURE REVIEW

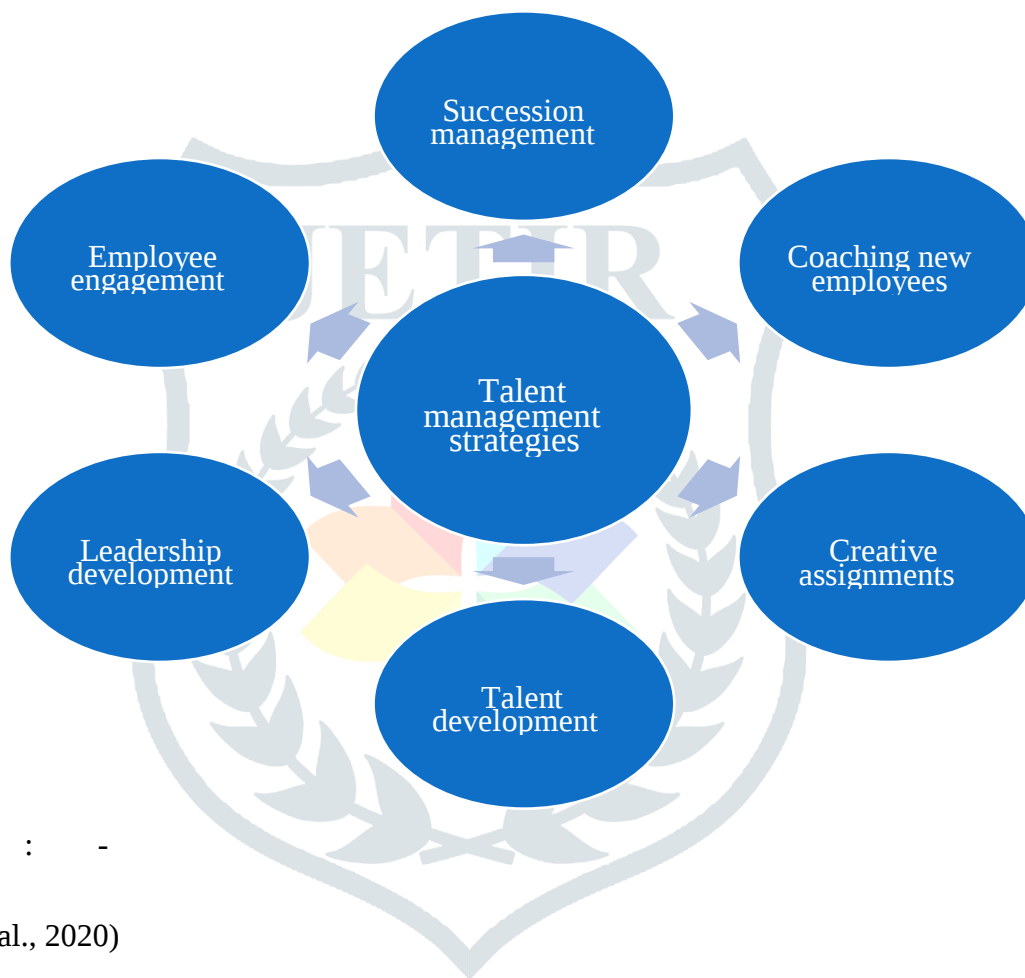
In reference to previous researchers on employee retention and talent management this study literature review is embedded on shedding light on the role of talent management on employee retention that organisations may use to encourage employee retention that occur in line with the research objectives. Hence, the in depth and comprehensive understanding of these study variables and empirical results will be provided under the section 4.

2.1. Understanding Talent management strategies and Employee Retention model

According to Aina & Atan (2020), defined talent management as a collection of coordinated organisational procedures intended to recruit, manage, develop, inspire, and keep hold of key employees in order to build a highly responsive organisation with long-term performance, backed by automated processes that coordinate and achieve mutuality among various strategic HR functions. On the contrary, Rao (2017), defined employee retention as a deliberate effort made by employers to create an environment that encourages employee retention. The organisation does this by putting into place rules and practices that focus on different needs. Hence, this study literature covered a number of empirical studies such as (Shahi et al., 2020; Bagheri et al. (2020); Claus (2019); Bozeidi (2020); Armstrong (2020); Gerhart et al. (2021); Kaliannan et al., (2022); (Narayanan et al., 2019); Bagheri et al. (2020); Masale et al. (2021); Hasanpour et al. (2019); Zenati (2020); Zenati (2020); Al Haraisa et al., 2021); Hadi (2020); Hossin et al., 2021; Masale et al., 2021) Freitas et al. (2020) Dayel et al. (2020; Al-Omari & Okasheh, 2017; Ndeipanda, 2018; Poisat et al., 2018) of which are geographically diverse including few relevant Namibian coverage relevant studies in government and Commercial public enterprises by (Ndeipanda (2018) and Hakweenda

(2019) where all results in a nutshell have encompasses pieces of the outlined content on Talent Management Strategies figure 1 and Retention model figure 2. Given the precedence empirical related study results and geographical coverage of the study on this subject matter, this study is one of the few that has been conducted about talent management strategies in Namibia's Police Services, making it a crucial source of information for scientific fields. This study will assist in determining how employee retention in NAMPOL is impacted by talent management practices.

Figure 1: Talent management strategies

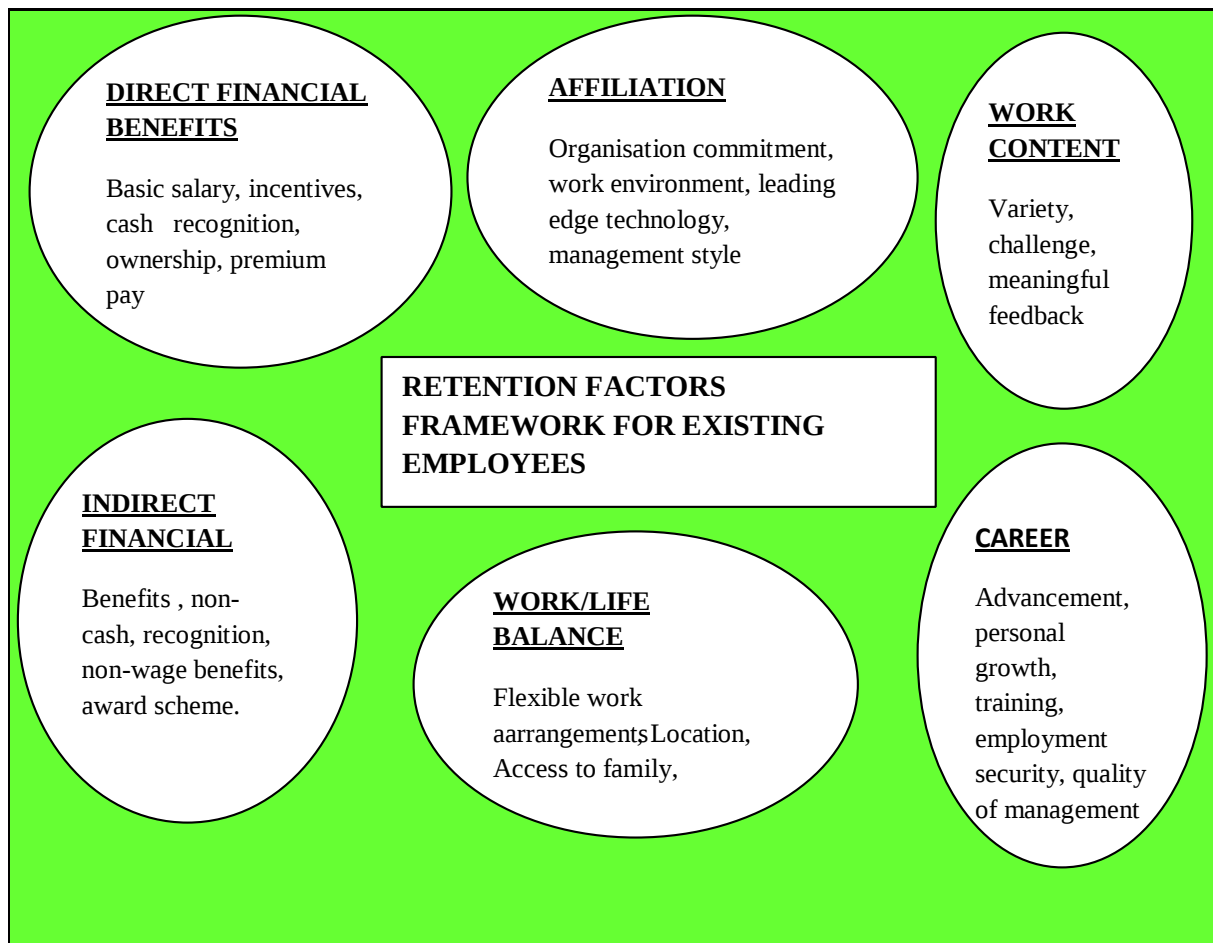


Source: (Shahi et al., 2020)

According to Bagheri et al. (2020), an organisation may attract and retain high-performing employees with the aid of a properly implemented talent management strategy. According to Claus (2019), an integrated talent management plan connects an organisation's talent (its employees) with its organisational strategy. The organisation will then be able to hire talented individuals in order to create and sustain a talent pool (Shahi et al., 2020). Below Figure 1,

which displays a variety of talent management strategies that have been identified in the literature, is a description of each strategy.

Figure 2: Employee Retention Model



Source: Masale et al. (2021).

A model of employee retention, adapted from the study conducted by Masale et al. (2021) is presented in Figure 2. The diagram (figure 2) describes the elements that enable organisation to retain employees. It will be difficult for a company to advocate for staff retention unless all of these conditions are met simultaneously. Therefore, managers need to ensure that every effort is done to provide each of these elements.

3. RESEARCH METHODOLOGY

3.1.Introduction

In this section, the researcher provides descriptions of the study's philosophy, research design, demographic and sampling, research methods, data collection and analysis, validity, ethics, and confidentiality.

3.2.Research paradigm

This study made use of interpretivism as a philosophical framework. Interpretivism is a technique of social science, according to Creswell and Poth (2018), that claims that comprehending people's viewpoints, motivations, and methods of thinking in a group environment is necessary for interpreting the meaning of evidence about a phenomenon that can be gathered. Because the researcher was able to gain access to the participants' meanings, perceptions, and value systems in order to understand their varied subjective experiences, the interpretivism philosophy was best suited for exploring the role of talent management practices on employee retention at NAMPOL.

3.3.Research design

The researcher used an exploratory qualitative research design, procedures, and strategies to address the study's research objectives. The exploratory qualitative research methodology was chosen by the researcher because it was the most effective method for expressing the experiences and points of view that would be used in this study (Doyle et al., 2020). Participants in a study can help advance our understanding of the topic under investigation by using an exploratory qualitative technique (Doyle et al., 2020).

3.4.Research approach

A qualitative research methodology was used to collect the data. In contrast to quantitative research, which compels a researcher to follow established formulae, procedures, and processes, qualitative research is flexible and was developed to characterize the phenomenon and comprehend the respondents' thoughts and viewpoints surrounding talent management role on employee retention at NAMPOL. Qualitative research was more suitable for this study since it allowed the researcher to go deeply into the subject, examining the particulars, difficulties, and tones that other methodologies might miss. It also provided a complete understanding of the social, cultural, and environmental factors that govern talent management practices to enhance employee retention at NAMPOL.

3.5.Population of the study

Van Manen & Van Manen (2021) define a population as the total group of persons who meet a particular set of requirements, including everyone who is of interest to the researcher and to whom the research findings can be

extended broadly. The approximately 340 police officers are stationed at Walvisbay District. Therefore, these 340 police officers constituted the population of the study.

3.6.Sampling procedures

Judgmental sampling technique was used to collect data from 24 participants that consisted of all police officers at all ranks. Creswell & Creswell, (2018) recommends a minimum of 10 and a maximum of 50 participants for qualitative research. However, despite targeting 30 participants, the principle of data saturation was applied that resulted in interviewing 24 participants.

3.7.Research instruments

An interview guide with semi-structured interview questions was utilized in this study to benefit from both a structured and an unstructured approach. The study's structured design provides important questions that allow for cross-case comparison and assist in identifying the areas to explore (Doyle et al., 2020). On the other hand, the unstructured technique permits the interviewee and/or researcher to take a fruitful pause to further explore a concept (Braun and Clarke, 2021a).

3.8.Data collection methods

The study was carried out using face to face interviews. Through emails, the researcher scheduled appointments with the participants. Participants were asked to sign a consent form before the interview, which was also sent through email. After that, a time for the interview that works for the participant and the researcher was set. The interviews were recorded electronically, and the participants were informed that the interview is being recorded.

3.9.Data analysis

Thematic analysis was used to examine the data. Thematic analysis can be thought of as a stand-alone analytical tool that is essential and the cornerstone for other qualitative research approaches, claim the following researchers (Braun and Clarke, 2021a). Using information from in-depth interviews, themes that are related to the study's issues were created. Nvivo software was used to develop themes in qualitative data analysis.

3.10. Trustworthiness

3.10.1 Credibility

Credibility, in the opinion of Creswell & Creswell (2018), includes the accuracy of the research's conclusions. The results were based on the data provided by the participants and appropriately interpreted to reflect their points of view to assure the validity of this study's conclusions.

3.10.2 Transferability

According to Saunders et al. (2019), generalization in qualitative research refers to the idea that the study's findings are applicable in other situations. In this study, the researcher demonstrated how employee perceptions and experiences on the role of talent management practices on employee retention at NAMPOL.

3.10.3 Dependability

Dependability was defined by Saunders et al. (2019) as the persistence of the study's conclusions. In this study, every step of the research process was meticulously documented so that participants and readers can follow along and/or audit it to make sure the results are reliable.

3.10.4 Confirmability

Confirmability is the capacity of other researchers to corroborate the outcomes of a study (Saunders et al., 2019). The conclusions in this study were produced using actual data that was gathered during the interviews. This demonstrates that the researcher did not base her conclusions on her presumptions or fancies.

3.11. Research ethics

The researcher acquired ethical approval from UNAM research ethical committee before beginning data collecting. The NAMPOL management and interview subjects also gave their informed consent, indicating their desire to participate in the study. The participants were always informed of the study's objectives and the anonymity of their responses. This also involves briefings to ensure that participants are not put in danger or at risk because of the study or response, and that personal information is kept private. Only those who were interested in participating in the study were contacted for their comments, and those who did so were informed they could opt out at any moment if it became onerous. The report offers full credit to those subject-matter experts right away, lists all writers'

names in the list of references, and thanks all authors. The study is meticulously examined for bias, abuse, misconduct, and dishonest actions and methods. The electronic data is stored on a password-protected device that is only accessible by the researcher and will be formatted five years after the study is finished.

4. RESULT DISCUSION

4.1 Presentation of Findings

The participant profile is presented in Table 1, followed by discussing the results whereby all the three (3) themes that emerged from the key informants' responses were developed and the findings were presented and discussed in section 4.2 below, in accordance with the three (3) study's research objectives.

Table 1: Profile of Participants

ID	Gender	Age	Employment level	Highest Qualification	Years of experience
Participant 1	Male	18 - 25	Constable	Certificate	1-5 Years
Participant 2	Male	36 - 40	Warrant Officer 2	Master's Degree	11+ Years
Participant 3	Female	36 - 40	Sergeant 2	Diploma	6 - 10 Years
Participant 4	Female	18 - 25	Constable	Certificate	1-5 Years
Participant 5	Male	36 - 40	Inspector	Master's Degree	11+ Years
Participant 6	Female	36 - 40	Constable	Bachelor's Degree	6-10 Years
Participant 7	Male	46 - 50	Sergeant 1	Diploma	6-10 Years
Participant 8	Female	41 - 45	Constable	Bachelor's Degree	6-10 Years
Participant 9	Female	46 - 50	Warrant Officer 1	Honours Degree	11+ Years
Participant 10	Male	51 - 55	Sergeant 2	Master's Degree	11 + Years
Participant 11	Female	46 - 50	Inspector	Honours Degree	11 + Years
Participant 12	Male	18 - 25	Constable	Certificate	1 – 5 Years
Participant 13	Male	36 - 40	Warrant Officer 1	Master's Degree	11 + Years
Participant 14	Female	45 - 50	Senior Inspector	Master's Degree	11 + Years
Participant 15	Female	18 - 25	Constable	Honours Degree	6 – 10 years
Participant 16	Male	45 - 50	Inspector	Master's Degree	11 + Years
Participant 17	Female	31 - 35	Sergeant 1	Honours Degree	6 – 10 Years
Participant 18	Male	45 - 50	Warrant Officer 1	Master's Degree	11 + Years
Participant 19	Female	36 - 40	Sergeant 1	Honours Degree	6 - 10 Years

Participant 20	Male	26 - 30	Constable	Honours Degree	6 – 10 Years
Participant 21	Female	50 - 55	Warrant Officer 2	Master's Degree	11 + Years
Participant 22	Male	36 - 40	Sergeant 2	Honours Degree	6 – 10 Years
Participant 23	Female	26 - 30	Constable	Honours Degree	6 – 10 Years
Participant 24	Male	50 - 55	Senior Inspector	Master's Degree	11 + Years

4.2 Discussion

In this section the results of the study are discussed in comparison with literature highlighted in section 2, as well as to how they answered the three study research objectives namely;

- To explore the talent management initiatives in place to support talent retention at the NAMPOL.
- To establish the importance of embedding an organisational culture that promote talent management and employee retention at the NAMPOL.
- To investigate the challenges faced in implementing talent management at NAMPOL.

4.4.1 Objective one: Talent management initiatives in place to support talent retention at the NAMPOL.

Theme 1, which is, talent management, provided an answer to the first objective. The understanding of talent management, current talent management practices, policy and execution pertaining to talent management, strategic hiring, and issues related to talent management are the sub-themes that fall under this theme.

First, the results showed that the participants were aware of what was meant by the term "talent management." Finding the correct individuals to carry out the organisational plan and determining the critical skills and competences required by the firm are the two main components of talent management, according to this study. This definition aligns with that of Aina and Atan (2020), who described talent management as an assembly of synchronized organisational processes meant to attract, oversee, nurture, motivate, and retain key personnel in order to create a highly responsive, long-lasting organisation supported by automated procedures that coordinate and attain mutuality among different strategic HR functions. More precisely, the organisation looks at people's skill sets rather than their character attributes to identify the most important skills required.

The study's findings indicate that the organisation performs leadership-level audits and bases decisions about what to do next on the results. The most important stage is figuring out what skills are required. Essentially, after they

are located, it is crucial to ascertain who possesses the skills and expertise necessary to mentor and care for them. It is important to find, nurture, and retain those with great potential and talent. Talent management is defined as "the process of building and developing the abilities and talents of employees to achieve excellence and competition through carefully selecting, developing, and training new employees, maintaining existing employees, and attracting talented and highly experienced people to work in business organisations." The definitions presented in this study align with that of Jackson and Schuler (2017, p. 34).

All of the participants in the interviews stated that the organisation, in terms of its talent management objectives, strategy, and activities, helps to some degree to retain talented employees. However, the participants noted that there is potential for enhancement on this aspect. The participants showed a great deal of support for the company's attempts to keep its staff. These results are in line with those of Sparrow (2019), who claimed that programs and strategies for attracting and retaining outstanding talent are unquestionably important. Supervisors must understand how to draw in and keep employees as well as how technology changes impact the value of human capital. Sparrow (2019) went on to say that these programs had to make use of fresh partnerships with resources for talent platforms like these. Logical revolutions have an impact on the value of skill. Masale et al. (2021) assert that in order to accomplish business success, executives need to embrace the talent mindset, which views workers as valuable assets that are worthy of investment.

The results of the study also demonstrate that one of the company's talent management objectives is the implementation of talent management policies. Every participant concurred that NAMPOL has formal talent management policies in place. The majority of respondents concur that the policies are applied successfully and do contribute to the company's worth. This demonstrates NAMPOL's leadership's dedication to putting talent management strategies into practice inside the organisation. This is in line with research that suggests an organisation's leadership bears primary responsibility for putting in place an effective people management program (Mtshali et al., 2018). Without a doubt, leadership commitment and support are essential for talent management (Gallardo-Gallardo & Thunnissen, 2016). Effective leadership, in the opinion of Van Zyl et al. (2017), must make sure that people management methods are compelling, serve company goals, and emphasize the significance of

those goals. In a similar vein, senior management's support and financial contribution to the talent management system were emphasized by Morley et al. (2015).

4.4.2 Objective two: The importance of embedding an organisational culture that promote talent management and employee retention at NAMPOL

Theme 2 provided an answer to this objective. This subject includes sub-themes like retaining top talent, showcasing employee retention, and helping with succession planning for important roles.

In order to encourage employee retention, this study acknowledged the significance of integrating talent management into organisational culture. The study's conclusions indicate that integrating talent management within an organisation has a number of advantages, making it crucial for retaining employees. Barkhuizen and Gumede (2021) bolster this assertion by highlighting the leaders' commitment to talent management strategies, procedures, and practices as the cornerstone of talent management. Traveler (2019) echoes this idea, stating that leaders should invest in talent retention strategies like mentoring and partnering as well as cultivate a culture that values talent. The participants stated that recruiting the proper people is the first step in the process of helping management keep talented staff members.

The participants contended that talent management guarantees that the organisation draws in and hires the best candidates, helps them advance their careers, and sets them up for succession. The study highlights several advantages of integrating talent management, such as retaining top talent, showcasing employee experience, and facilitating succession planning for pivotal roles. This is in line with Sparrow's (2019) assertion that programs and tactics to attract and retain outstanding talent are unquestionably important. According to Sparrow (2019), managers must understand how to draw in and retain employees as well as how technology changes impact the value of human capital.

The results of the study also demonstrate that enhanced staff retention rates, increased employee engagement, and better people recruiting are all advantages of a talent management plan that is performed correctly. There is a correlation between these results and enhanced operational and financial success. The idea that strong talent management planning, management support, organisational cohesion, work-life balance, and other organisational

and environmental factors are critical to improving talent retention in an organisation is corroborated by Masale et al. (2021).

The study's results also highlighted how increasing employee engagement in their work is one method to enhance talent management processes. This is in line with Pandita and Ray's (2018) assertion that talent management is thought to be among the best strategies for keeping workers interested in their jobs. Creating a positive work environment for employees is a suitable means of ensuring this. A worker that is passionate about what they do will probably provide more money to the company. Still, there isn't a single, universal strategy for improving user experience. The social exchange theory concurs with the study's conclusions. According to this notion, employees frequently have better working relationships and experiences when their employers are able to meet their demands. The promise made by the employer to match the employee's commitment leads to the growth of social exchange. As a result, the company might win over workers' trust and the bond between employers and employees might strengthen (Abdullah 2017).

The results show that succession planning ensures that employee morale and productivity are not compromised by business growth or management changes. The study also discovered that resource expenditures could soar when multi-skilled team members must divide their responsibilities among a large number of individuals. Consequently, the implementation of workforce planning and management enables complete resource visibility beyond regional boundaries. Additionally, it facilitates the assignment of tasks to multiple laborers from low-income areas. As a result, companies might avoid having a single point of failure in the event that a key employee leaves without going over budget. Chilvers et al. (2019), who claim that talent management is essential to succession planning, bolster this idea.

4.4.3 Objective three: The challenges faced in implementing talent management at NAMPOL

Theme 3 provided an answer to this objective. A lack of resources, or a restricted budget set aside for the development of human resources, is the primary barrier to talent management. This is in line with the findings of Al Haraisa et al. (2021) who asserts that lack of resources; financial, human, technological, and infrastructural necessary for performance and talent management paralyzes managers' and employees' passion, creating a climate that discourages growth. The inability to choose a suitable input/output balance inhibits managers' and employees'

total capability for growth and effectiveness. Insufficient infrastructure, financial, and human resources will result in a lack of faith in the overall system

After that, there is a lack of mutual understanding on the needs of organisational talent management. The results of this study supports the findings of Masri et al., (2019) who states that effective leadership is crucial to ensure that staff members are supported and that the appropriate resources (human, financial, and technological) are available. Ineffective management and leadership will result in inefficiency and poor performance, which will be detrimental to the success of the organisation. The retention of talented personnel inside the company is another barrier to effective talent management procedures, necessitating the implementation of specialized skill development initiatives and suitable compensation schemes.

5. LIMITATIONS OF THE STUDY

The limitations of the study were related to the possibilities of biases in information gathered since some employees attempted to provide information in their favor. This was mitigated by explaining significance of the study to the participants, so they give accurate data. Access to willing participants was also another limitation. This was mitigated by seeking information from individuals who were available through conveniently selecting participants.

6. CONCLUSION AND RECOMMENDATIONS

In a nutshell, the results of the study showed that the participants understood how important talent management was to NAMPOLs ability to retain employees. The findings show that NAMPOL has a talent management policy in place and that it is generally implemented effectively. NAMPOL's human resources (HR) department faces challenges in implementing talent management due to inadequate resources allocated to it.

6.1 The summary of conclusions as per study objectives are as follows:

The three (3) research objectives of the study were accomplished by the findings and discussion in the preceding chapter.

6.1.1 Talent management initiatives in place to support talent retention at the NAMPOL

According to the study's findings, NAMPOL has established talent management programs to help with employee retention. Additionally, the business has created talent management guidelines. This indicates that NAMPOL's management recognizes the value of talent management in the training and development of staff members. The analysis supported management's goal of raising employee involvement as a means of promoting staff retention. Engaging staff members, getting their feedback, and then following up on results demonstrate that staff members believe the organisation values them. Thus, NAMPOL is able to improve staff retention. While there is no guarantee that greater employee engagement will result in decreased turnover, it may increase the possibility of retaining qualified workers at NAMPOL. Increasing staff motivation and output is only one of the many advantages of improved employee engagement.

NAMPOL assesses gaps in skills. A variety of talent is available through the recruitment process, and attempts are made to draw from the internal talent pool. NAMPOL has enough managerial talent on hand to cover openings; their well-designed induction programs help new recruits get settled in; their entire employee perk package is attractive; and their recruitment process is effective in identifying the finest candidates.

6.1.2 The importance of embedding an organisational culture that promote talent management and employee retention at the NAMPOL

The study found that incorporating talent management within the organisation's HR procedures has several benefits and is essential for employee retention. Finding the right applicants, according to participants, is the first step in persuading management to bring back skilled employees. The participants also argued that hiring and attracting the greatest personnel is made possible by talent management. Employees' professional development is therefore improved, and this gets them ready for career advancement. This study confirms that some benefits of integrating personnel management include strategic hiring, top talent retention, enhanced employee experience, and support in preparing for critical roles.

6.1.3 The challenges faced in implementing talent management at NAMPOL

NAMPOL's talent management is hampered by a few things. A lack of funding or a restricted amount of money set aside for the development of human resources is the main barrier to talent management. Moreover, there is a lack

of mutual understanding on the needs of organisational talent management. Retaining talented personnel within the company is another barrier to effective talent management procedures. This necessitates the implementation of specialized skill development programs and suitable reward structure.

6.2 RECOMMENDATIONS

The recommendations from the study are divided into two categories: those for the organisation and those for additional research.

6.2.1 *Recommendations to the organisation*

The resources set aside for talent management are one of the things impeding talent management at NAMPOL. As a result, the report suggests that NAMPOL recognize the value of talent management and increase its funding for it. Furthermore, creating a suitable pay plan may enhance employee retention through increased job satisfaction. Equitable employee rebate benefits for all employees at all levels may be part of this arrangement. In addition, NAMPOL ought to incorporate a 360-degree approach to performance review into its recently established performance management platform. Prior to posting a vacancy on the job market, NAMPOL should think about reaching out to its own talent pool.

Given the direct impact that Human Resources Management regulations have on working conditions for employees, leadership ought to examine and improve the current policies pertaining to talent management and retention.

Management needs to predict how staff members will act and behave in different situations. Following the resolution of the aforementioned problems, talent retention strategies can be created and implemented effectively.

6.2.2 *Recommendations for future research*

To date this the first study on talent management in the Namibian Police. This study used a qualitative approach that only interviewed only 24 participants. Therefore, the study recommends a similar study in the same organisation using a quantitative approach to reach out to a bigger sample to obtain alternative results.

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