



The Impact of Talent Retention as an Employee Motivator in the Fast-Moving Consumer Goods Industry

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Abstract

The fast-moving consumer goods (FMCG) industry is a highly competitive and progressive sector where companies must attract and retain the best skills to remain relevant and successful. In this ever-changing, modernizing world, organizations are compelled to keep up with trends on how to manage employees, motivate, and retain them. This study aimed to investigate the extent to which talent retention strategies can be contributory factors to employee motivation, which positively influences the employee's intention to stay with the organization. This study explored various talent retention strategies and tested their impact on employee motivation, using a series of analytical tests. An exploratory approach was used with a non-probability sampling design, specifically judgmental sampling, as respondents chosen for this study were based on specific characteristics. Since the research design of this study is quantitative, a structured questionnaire was sent to 130 respondents, of which 124 respondents completed the questionnaire. The results showed that there were gender inequalities in the workplace. Furthermore, employee participation influenced employee motivation. Compensation and benefits, training and development, and work-life balance did not have an influence on employee motivation, amongst other interesting findings. These findings are relevant to the FMCG industry and contribute to the existing framework of knowledge.

Subject Areas

Human Resource Management

Keywords

Talent Retention, Employee Motivator, FMCG, Supervisor, Organization and

Performance

1. Introduction

Organizations of today are not winning in their endeavours due to knowledge loss, ideas, or talents, as well as a lack of relevant information to make decisions. Stromquist and Monkman (2014) [1] note that situational events such as sudden death, illness, fraud or the relocation of people from one place to another call for the attention of an organization to retain talent amongst the existing brilliant employees before their departure as this can damage the organization.

Cloete (2015) [2] explains that employee turnover is one of the biggest threats to employers both in the global and local markets. In South Africa, organizations compete to attract and retain the finest skills in an environment characterized by expanding skills scarcity. In the opinion of Cloete (2015) [2], organizations today are suffering from talent shortages. The effect of this has been to become progressively persistent for the FMCG industries. In FMCG organizations, employees' performance plays an essential part in the organization's success especially now that the business vicinities have turned into an extremely competitive market. Employee turnover continues to be the biggest problem in any organization, even in light of the economic crisis (Anand, Kothari and Kumar 2016) [3]. The ramifications of employee turnover are probably more common in companies where quality output depends on critical skills, where replacement is very expensive, and where employee turnover disrupts both the employer and the workforce, demoralizing the latter and causing long-term reputational harm.

Talent retention according to Ogonny and Majola (2018) [4], has turned out to be one of the bigger worries for corporate entities in this present-day situation. Once employees are trained, they tend to leave organizations for better opportunities, a rewarding salary, a better working atmosphere, and other factors that can prompt an operative to look for a change. The FMCG industry is not immune to this as the issue is equally prevalent at all levels of management. The key factor that determines the success of any organization is its people. When a talented employee conveys their desire to move on, the management has to mediate promptly and discover the precise reasons leading to the decision to leave the organization. Industries must consider the economic activities of their environment and competitiveness to identify strategies to retain their employees and attract the best-fit candidates, thereby securing the sustainability of the organization. On this account, this study aims to investigate the extent to which the talent retention strategies of the FMCG sector can be contributory factors to employee motivation.

The following is how this article is organized. The conceptual framework and a review of the literature are presented after the introduction, highlighting the knowledge gap that still exists and providing context for the investigation. The-

reafter the research approach is then explained. Following data extraction and analysis from the 124 respondents surveyed, the results section gives recommendations for more research as well as a summary of the key findings.

2. Conceptual Framework

According to Conradi, Jang and McKenna (2014) [5], motivation is an approach that activates, guides, and preserves people's ardent behaviours. It is what triggers people to behave. Motivation includes natural, emotive, societal, and cognitive influences that stimulate conduct. It explains why people act in a definite manner or the inspiration behind people's actions.

Reeve (2016) [6] shares a similar idea and describes motivation as the practice of encouraging individuals to achieve prominent levels of accomplishment and prevail over obstacles to effect a change. According to the author, when employees are well motivated, they demonstrate a high sense of commitment to their obligations. This type of employee feels much more committed to one's duty even when events or things are not progressing as they have projected. The spirit of motivation in them assists them to lessen the impact of the problem they are facing. With motivation, people can gain a valuable outcome that is stimulated through guidance, control and persistence in their behaviour (Reeve 2016) [6].

Afflerbach and Harrison (2017) [7] note that motivation reveals what is exceptional about people. It incites people to gain appraised results such as improved performance, improved welfare, individual progress, or a reason for purpose. Not just motivation serves as a conduit that states how people believe, reason, and behave. It divulges and presents useful comprehension of people's social life. It explicates the reason for which ambitions are set, why would people long for authority, information, and achievement, and the reason for which they feel sentiments such as dread, resentment, and empathy. However, when employees do not have the drive within them, they execute their negligible best just to get through the day's work or operation (Afflerbach and Harrison 2017) [7].

Fanselow (2018) [8] explains that motivation may be construed as rational decision-making whereby the motive is to make the conduct that is designed to reach a certain objective through urging and supervising. In organizations, assessments are undertaken using valuations. Reflections in an establishment have certain specifications, and their effect may aggravate an emotional response in the operative.

This reception will indicate how pleased or disappointed an operative is. Excellent remarks in appraisals may suggest that an employee is pleased, and poor ratings may mirror the contrary. The foregoing discussion from different authors indicates that motivation is one of the core factors that influence the organizations' success. Motivated workforces are delighted and will be eager to confront the day-to-day trials. When they are respected, they feel a sense of belonging in an organization and their struggles are led towards the progress of the

organization. This improves the organization's productivity and assists in retaining employees.

3. Talent Retention

Talent retention has been described by Bhattacharyya (2015) [9] as the practices applied to retain talented skilled, and dedicated employees in an organization. Organizations enforce strategies to ensure the retention of employees by satisfying their needs to heighten their job satisfaction and lessen the considerable costs associated with recruiting and coaching new staff. However, not many businesses or industries understand the actuality of a retention issue, and that the high-performing employees and the talented ones are the ones that end up leaving the organization. Different causes according to Hamid and Yahya (2016) [10] result in the difficulty of organizations' incapacitation in retaining talent, one of them can ensue as a result of managers having different opinions on why talent leave than what is essentially true. For instance, managers generally imagine that talent leaves their work establishment due to complex work responsibilities, employees simply hope for a helpful experience, but rather they leave because they have no idea or are unable to abide by the industrial culture. Nonetheless, the bigger causes why people leave are insufficient challenging work responsibilities, lack of individual development, no universal career prospects and low close collaboration or teamwork with colleagues.

Furthermore, Matongolo, Kasekende and Mafabi (2018) [11] highlight the significance of retaining talent via three different areas, (a) Concentrating on operatives, development, learning and growth, (b) cultivating an attitude that stimulates loyalty, and (c) building a working system that employees are welcome. The first highlight entails that an organization or industry should devise a means for improving their employees and recognizing opportunities. This can be carried out via innovation and giving the work or tasks and by presenting an advisor or trainer. The second phase of the highlight can be done by finding from the employees what they find interesting in their work while giving feedback and rewards. Furthermore, to build a working community that people cherish, Matongolo, Kasekende and Mafabi (2018) [11] suggest that organizations and businesses should give the employees space to promote honesty through the provision of an environment where they can freely discuss their ideas, experiences and opinions.

Talent retention according to Marinakou and Giousmpasoglou (2019) [12] is made up of a collection of actions, qualities and policies embraced by corporations and businesses to make sure that their competent experts stay in it for a much longer time. Examples include skills, experience, abilities, and innovative and creative ideas to impart values into the workplace system. In the view of Marinakou and Giousmpasoglou (2019) [12] organizations engage in the act of retaining talents to prevent their loss and to promote people's competence by transforming them from novices into experts. Employers increase the level of

commitment in their employees by offering benefits either in cash (commission, bonus, and salary) or kind (recognition or award). With this, employees with multi-talent ideas can share their intelligence with others and help them build their areas of imperfection to the level of perfection.

De Angelis and Grinstein (2020) [13] describe talent retention as calculated efforts by the organization to grow and sustain an enabling environment with above-average levels of operative commitment to conserve skilled personnel in the institutions and prevent them from exiting. In the opinion of De Angelis and Grinstein (2020) [13] talent can be retained in an organization by employing competent people who can bring value to the work system or can provide continuing education to the community of practice where they can make a clear path to advancement. Additionally, an organization can increase a sense of community by being accountable and having a shared purpose by building open communication between employees, management, and patrons where information is relayed to people and is honest and transparent enough to make a fair judgement (De Angelis and Grinstein 2020) [13].

Indication from the views of the authors reveals that the human capital of any business is an integral instrument to attain the right sustainable competitive advantage. Therefore, organizations must embark on every effort to retain talents for the efficient running of their organization. This means providing high employee morale, commitment to the organization, high job satisfaction, accountability, communication, and good decision-making if they are to compete in the war of talent and succeed in their endeavour.

4. Employee Motivator

Employee motivator is an internal drive that is ignited by external forces, resulting in positive behaviour towards achieving goals (De Sousa Sabbagha, Ledimo and Martins 2018) [14]. Li and Wen (2019) [15] concur that motivation signifies the qualities within a person that impact his or her direction, intensity and perseverance of voluntary behaviour. The first element of motivation is direction, which refers to the route by which people wish to engage their efforts, signifying that motivation is goal-directed and not a random knee-jerk reaction.

Khodakarami and Dirani (2020) [16] elaborate on the intrinsic and extrinsic motivation factors, which are key to motivation and performance. Intrinsic motivation as described by Conrad, Ghosh and Isaacson (2015) [17] is that which is derived internally from the person and is inspired by the experiences that connect with personal drivers. These experiences are therefore interesting and enjoyable and create excitement for the job, with personal accomplishment and satisfaction. Therefore, intrinsic motivation occurs when activities align with personal goals, orientation, values and attributes, and enhances both performance and productivity. Delaney and Royal (2017) [18] explain that extrinsic factors that are derived from the external environment and behaviour are thus influenced by outside factors such as social norms, promises of rewards and remuneration.

ration, and peer influence and are focused on the value of the activity and not the activity itself. These factors are also important to steer attention to the achievement of organizational goals. For extrinsic factors to work effectively, there must be clear guidelines on the expectation of the incentive and rewards for the job done, and these measures must be clearly understood.

Ott, Tolentino and Michailova (2018) [19] agree that highly motivated employees are an asset to any organization as they increase productivity and are goal-driven and innovative. Demotivated employees are less productive and can be disruptive in the organization. It is thus important to understand the drivers behind motivation and the mechanisms that can be added to ensure that motivated employees are managed according to their individual needs. For organizations to test their ability to attract and retain the best talent, their approach to continuous improvement must be established. Measures for the successful implementation of retention strategies are through acquiring statistics and keeping abreast of the current climate, together with embracing technology and its effects on jobs and the future of employees. Considering the above, it is evident that talent management is instrumental as a fundamental tool to engage, inspire and motivate employees to ensure talent retention.

The investigator has the understanding that through failing, the institutions or establishments have been mislaying valuable talent with personnel shifting jobs, retiring, and parting from the Fast-Moving Consumer Goods industry. When employees leave a working system, the organizations lose an awe-inspiring expanse of appreciated talent, nonetheless, it is the utmost good asset to fare (Chiat and Panatik 2019) [20]. Tactical talent slips away via the departure of employees, reshuffling in an organization, migration, job rotation and change in status as connoisseurs are movable as a result of changing labour relations (Liu, Chow and Zhao 2020) [21].

5. Methods

5.1. Research Design

Rahman (2017) [22] explains a research design as a comprehensive plan of how the study will be carried out. This study intends to investigate how knowledge of ethics and its management affects entrepreneurs' business decisions. A descriptive design was chosen for this study to define these characteristics. According to Bolondi, Branchetti and Giberti (2018) [23], a descriptive research design presents the traits of existing phenomena to address issues about the research subject. The research approach is also quantitative because information was gathered using a questionnaire on which participants provided documentation of their comprehension and was then assessed using quantitative tools.

5.2. Sample and Sampling Technique

Wiid and Diggines (2013) [24] explain that surveys would be meaningless and incomplete without accounting for the respondents they are aimed at. The best

survey design practices keep the target population at the core of their thought process. Sharma (2017) [25] mentions that sampling methods are classified as either probability or non-probability. In probability samples, each member of the population has a known non-zero probability of being selected. In non-probability sampling, members are selected from the population in a non-random manner. A non-probability sampling design, specifically purposive, judgmental sampling, was used in this study to ensure that employees on the list are chosen based on the defined characteristics required for the study.

5.3. The Research Instrument

In the quantitative research design, a closed-ended structured questionnaire was used to collect the data from the selected sample respondents. The questionnaire comprised the following, namely a cover letter assuring respondents of their anonymity and a consent form. The questionnaire was developed taking into consideration the guidelines provided by Salmons (2019) [26], which include closed-ended questions, conciseness, and unambiguity, using a justified sequence and ensuring that the questions are appreciable to all respondents. The 5-point Likert scale format was used to allow the respondents to indicate the extent to which they agree or disagree with a series of statements about a given main theme Wang and Krosnick (2020) [27]. The questionnaire was delivered to 130 respondents, and 124 respondents willingly participated. The non-response from the remaining 6 respondents occurred as a result of operational difficulties, cost constraints and hefty work responsibilities of the participants. Hence, data from 124 was employed as the sample size of the study.

5.4. Analysis of the Data

The Statistical Package for the Social Sciences (SPSS) Version 28 was used to analyze the data. Similar to this, where appropriate, quantitative methodical tools were used to make sure that the data produced descriptive and inferential statistics, such as frequencies, percentages, and cross-tabulations. To give the gathered data a wider scope of analysis, metrics of central tendency and dispersion were also used. T-tests and analysis of variance (ANOVA) were employed to gather the information required to elicit reliable results from the observed data in the area of inferential statistics.

6. Results and Conclusions

6.1. Results

1) Respondents' Gender

From **Figure 1**, 86% were males while females constituted 14%. This is the employee gender representation at the FMCG Company. The number of establishments and departments in the FMCG industry consists of more male workers. According to a study conducted by Ogunsola (2017) [28], people look for work differently. As businesses and industries seek to construct gender-balanced

groups and recruit and inspire women, the issue is, what is the margin between recruiting men and women? A crucial step to hiring more women and establishing gender-balanced personnel is realizing these variations and adjusting the hiring process to be more complete. Offering women, the greater opportunity to get employed as soon as they apply is a key to laying down the gender-balanced labour force. These results show that male respondents outnumbered females. Even at that, this showed that women have started to participate more actively in business ventures like their male colleagues. Women are now given impartial contributions just like their male counterparts in South Africa.

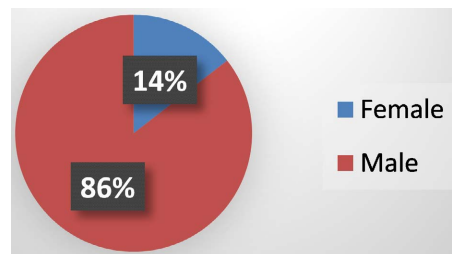


Figure 1. Respondents' gender in percentage (N = 124).

2) Respondents' Age Groups (N = 124)

Figure 2 indicates that 16.1% of the respondents were between 21 - 30 years of age, 36.3% were between 31 - 40 years, 25.8% were between 41 - 50 years of age, and 21.8% were 51 and above. Overall, the analysis of the age group suggests that the majority of 36.3% (31 to 40 years) were youth. With the high rate of unemployment in the country, indication of this has revealed that the unemployment issue is getting attention as they are now getting reduced (Lackeus 2013) [29]. Mlambo and Adetiba (2019) [30] note that businesses at present have begun to assist the government in generating a critical working experience for youngsters across the country. This is an emergence and an opportunity to grow the unexploited strength and potential of South Africa's youth as they have so much to provide if offered the opportunity. Through innovation, cooperation, teamwork and technological good practices, industries will be able to create jobs at scale for unemployed people as a component of societal change that people desire and want to see.

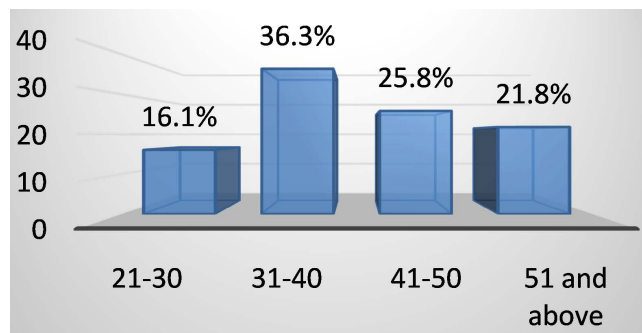


Figure 2. Respondents' age (N = 124).

3) Respondents' Highest Qualifications (N = 124)

From **Figure 3** above 63.7% of the respondents hold a Matric (Grade 12 National Certificate); 12.1% have a Diploma level qualification; 4.8% hold a degree and other qualification had 18.5%; and 0.8% have a post-graduate degree. The study, according to Alam and Roslan (2020) [31], revealed that workers with little educational qualifications, at a low ranking with low reward scales, and engaging in more labour work suffer most from a range of challenges, including substance dependence and truancy. These results disagree with Anning-Dorson's (2021) [32] assumption that the higher the degree of education, the more the possibility that workers are to grow ill as a cause of stress that comes with the obligation and responsibility of their jobs.

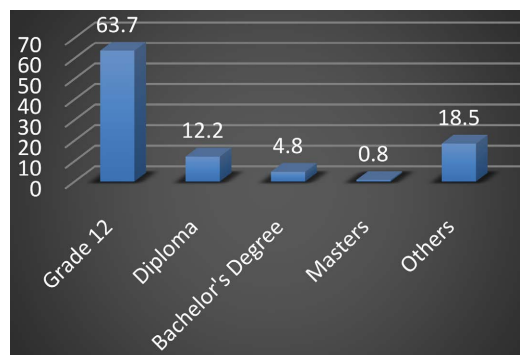


Figure 3. Respondents' highest qualifications (N = 124).

4) Business Unit (N = 124)

According to the above, most (68%) respondents are in the Bakery department, (13%) operate in the Mill department while HPC holds (19%) (See **Figure 4**). Rashid and Ghose (2015) [33] state that an organization's role in appointing employees commonly hangs on the size of the operation. Organizations, according to Odor (2018) [34], may need to hire on an occasional basis. Irrespective of the size of an organization, the basic requirements like the use of work assessment and job descriptions, practices and regulations will apply. An organization should not only ensure regulatory compliance in the hiring process but also act as a partner with a calculated talent acquisition approach (Farkas, Sallai and Krauzer 2020) [35]. Staffing is a crucial role for an organization because acquiring talent is vital for an organization to achieve its objectives and to thrive in the fast-changing marketplace.

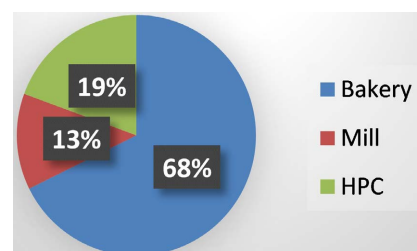


Figure 4. Respondents' business unit.

5) Respondent's Employment Contract (N = 124)

Figure 5 indicates that all respondents are on a permanent contract. This implies that the employment of the workforce is secure. Permanent contracts, according to Harsch and Festing (2020) [36], are a good way to secure the workforce's loyalty and commitment to the organization. It is a means to make employees feel a sense of security and therefore they can concentrate on their work performance and work towards achieving their set goals.

6) Respondents' Designation (N = 124)



Figure 5. Respondents' employment contract (N = 124).

Figure 6 indicates that (44%) of the respondents are Supervisors, followed by Artisans (28%) and Managers (24%), the Millers (1%) and the Senior Managers (3%). A leader's duty in an organization regardless of their cadre is to recognize and spread the distinctive talents and skills in each employee and help in controlling these talents and skills to help businesses and individuals. A study by Walumbwa, Hartnell and Misati (2017) [37] revealed that employing, recognizing the worker's talents, and retaining these talents can enable leaders to attain the organization's objectives and fulfil customers' needs. Since managers form part of leaders that administer an organization, it is pertinent that they realize that talent is the sum of a person's capabilities which form their underlying abilities, knowledge, skills, experience, attitude, judgment, character, and drive. Leaders such as managers and supervisors must start to acknowledge the benefits of staff stability and the responsibilities, they take in preserving that stability. This is because leaders are not proficient unless people assist them on their path to success. Organizations must offer training to assist supervisors improve how they operate and keep hold of their people (Siagian, Jade and Tarigan 2020) [38].

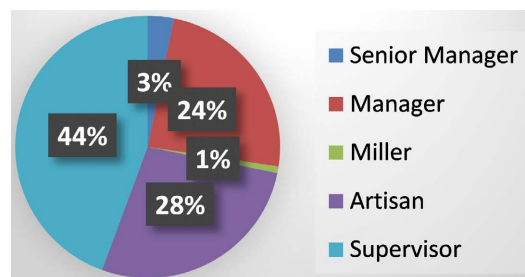


Figure 6. Respondents' designation (N = 124).

7) Respondents' Years of Service (N = 124)

Based on the results shown in **Figure 7** below, more than half (52.4%) have 1 to 10 years of service, followed by respondents that have 11 to 20 years of service (34.7%). Only 0.8% of the respondents have 40 or more years of service. This signifies that employees are still acquiring experience. Research conducted by Gharthey (2018) [39] indicated that workers who worked for a long while in an establishment have a better idea about the job they do. Suggestions from a study by De Roeck and Farooq (2018) [40] pointed out that an experienced employee can help the beginner or apprentice to develop their skills and knowledge through good rapport, motivation, and boosting of confidence that can assist them build job security. In this regard, employees will feel comfortable because they tend to disregard the likelihood of layoffs and retrenchment (Estigoy, Sulasula and Guodu 2020) [41].

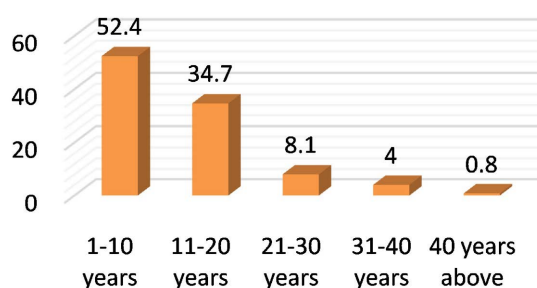


Figure 7. Respondents' years of service (N = 124).

Table 1. Employees' perception on enjoyment of their work duties motivates them to arrive at work every day (N = 124).

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I enjoy my job duties and am therefore motivated to come to work every day.	Strongly Disagree	2	1.6	4.36	0.758
	Disagree	2	1.6		
	Neutral	3	2.4		
	Agree	59	47.6		
	Strongly Disagree	58	46.8		
	Total	124	100		

Table 1 indicates that there was significant agreement that the respondents perceived that motivation could assist the employees to enjoy their job duties and to come to work every day, with a mean value of $M = 4.36$, and a standard deviation ($SD = 0.758$). Workers who are motivated discharge their duties to the maximum standard (Buallay, Hamdan and Zureigat 2017) [42]. Having highly motivated employees has a wide range of benefits, such as reduced levels of truancy, retention of employees and low levels of employee turnover, better relations between employers and employees, greater employee performance, better quality, and increased customer service (Deery, Walsh, and Zatzick 2014) [43].

Without motivated employees, businesses may be placed in extremely risky situations (Pertuz and Pérez 2021) [44]. Motivated workers can lead to improved performance and enable an organization to accomplish elevated levels of productivity. As depicted in **Table 2** below, 94.4% (46.8% + 47.6%) attest that they enjoy their job duties and are motivated to come to work every day, while fewer people state a contrary opinion.

Table 2. To what degree do employees perceive that their motivation level influences their level of interest in their job (N = 124)?

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am interested in my work.	Strongly Disagree	3	2.4	4.48	0.749
	Neutral	1	0.8		
	Agree	51	41.1		
	Strongly Agree	69	55.6		
	Total	124	100		

Table 2 above provides a mass assertion of employees that motivation made them interested in their work. This is proven with the mean value of $M = 4.48$ and a standard deviation of 0.749. Job interests, according to Hanaysha (2016) [45], are significant because they specify employee's liking of their work environment. Employees aligning their profession with their interests bring diverse gains such as job satisfaction. However, when conflict of interest transpires, it can undermine public opinion and internal trust, cause damage to the organization's status, ruin the company's operation monetarily, and sometimes, even break the law (Jehanzeb and Mohanty 2018) [46]. Workers who have an interest and feel attached to their organization work harder (Msengeti and Obwogi 2015) [47]. They stay longer with the organization they serve and motivate others to do the same. Approximately 97.6% (55.6% + 41.1%) of respondents stated that they are interested in their work.

Table 3 was established to ascertain whether motivation often makes employees look forward to completing their daily responsibilities. Responses from the respondents with a mean value of 4.47 and a standard deviation of 0.692 showed that motivation often makes employees in the FMCG industry look forward to completing their daily responsibilities. Tlaiss, Martin and Hofaidhllaoui (2017) [48] observe that fulfilling responsibilities at work is important when achieving corporate goals. Once staff members feel a sense of belongingness in their place of work, they feel like they are attaining their ambitions through the work they do. They will appear at work and are ready to make positive changes (Villi and Koc 2018) [49]. Leaders can motivate their workers to take up their daily responsibilities by being trustworthy mentors, having frequent coaching conversations, offering continued learning opportunities and allowing the employees to grow (Paais and Pattiruhu 2020) [50]. Ngwenya and Pelsers (2020)

[51] note that employees can also put in their best for goal attainment when their leaders make the workplace pleasant and gain respect, feedback and honest support from their managers. They may feel the need to look forward to completing their daily responsibilities when they are given room to grow, and they are offered rewards (Mylona and Mihail 2020) [52]. Most of the respondents 96.7% (53.2% + 43.5%) agreed that they often look forward to completing daily responsibilities.

Table 3. How do employees perceive their level of anticipation or eagerness to fulfil their daily job responsibilities (N = 124)?

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I look forward to completing my daily responsibilities.	Strongly Disagree	2	1.6	4.47	0.692
	Neutral	12	1.6		
	Agree	54	43.5		
	Strongly Agree	66	53.2		
	Total	124	100		

Table 4 shows that there was significant agreement in that the respondents perceived that motivation could assist employees get personal satisfaction from their work, with a mean value of $M = 4.33$, and a standard deviation ($SD = 0.793$). A study conducted by Najjar and Fares (2017) [53] revealed that adding value to the employees such as giving them training exercises, up-skilling, guidance, or coaching is confirmed to improve worker's satisfaction and participation in the business. Organizations need not to only gain from cheery workers, but also from the added skills and knowledge they are later able to offer. Employers can enable workers to develop personal satisfaction at the workplace when letting the employee understand that their job is secure, they are given better conditions with good pay and benefits, clear communication, credit for a good job well done, and an opportunity for career advancement. A considerable number of 93.6% of respondents (48.4%; 45.2%) concur that they derive personal satisfaction from their work.

Table 4. How do employees perceive the extent to which they derive personal satisfaction from their work (N = 124)?

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I get personal satisfaction from my work.	Strongly Disagree	3	2.4	4,36	0.758
	Disagree	1	0.8		
	Neutral	4	3.2		
	Agree	60	48.4		
	Strongly Disagree	56	45.2		
Total	124	100			

With a mean value of $M = 4.11$ and a standard deviation ($SD = 0.809$), the respondents state that their supervisor/manager is interested in their welfare as illustrated in **Table 5** above. Osborne and Hammoud (2017) [54] opine that managers must express that they are concerned about the well-being of their employees. Managers should proactively convey that they have an interest in each member of staff and truly care about every individual's well-being (Palvalin 2018) [55]. They can do this by giving the workers listening ears, motivating, and inspiring them, focusing on employee development, granting them rewards for their achievements, as well as acknowledging their strengths (Saini and Jawahar 2019) [56]. Most of the respondents, 85.5% (agree = 54.0%, strongly agree = 31.5%), agreed that their supervisors/managers are interested in their welfare; while 10.5% were neutral and some (strongly disagree = 1.6%, disagree = 2.4%) disagreed that their supervisors/managers are interested in their welfare.

Table 5. How do employees perceive their supervisor/manager's level of interest in their well-being (N = 124)?

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
My supervisor/manager is interested in my welfare.	Strongly Disagree	2	1.6	4.11	0.809
	Disagree	3	2.4		
	Neutral	13	10.5		
	Agree	67	54.0		
	Strongly Disagree	39	31.5		
	Total	124	100		

Table 6 shows that there was significant agreement that the respondents perceived that motivation could assist employees to feel a sense of belonging to their company, with a mean value of $M = 4.27$, and a standard deviation ($SD = 0.827$). This was supported by Salah (2016) [57] that belonging is a worker's sense that their distinctiveness is acknowledged as well as cherished by their organization and contemporaries. All workers want to be recognized that they belong to a certain workplace (Nikpour 2017) [58]. Fashioning a sense of belonging in the place of work outcomes in better on-the-job work and high operative performance. To build a sense of belongingness into a working system and eradicate exclusion, the management of the business or leaders assigned with the task of governance must try to bring everyone on board and show care via benefits and initiatives (Langer, Feeney and Lee 2019) [59]. Employees can also boost their sense of belonging in an establishment through their invested efforts. They can think less about themselves when with coworkers, teammates or colleagues and assist other contemporaries focus, keep, and teach them with open-mindedness. Importantly they should practice an attitude of acceptance to validate their actions. Of the respondents, 89.5% (41.1% + 48.4%) acknowledge that they feel a sense of belonging in the establishment they work for.

Table 6. Employees perceive their level of connection or identification with this company (N = 124).

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I feel a sense of belonging to this company.	Strongly Disagree	2	1.6	4.27	0.758
	Neutral	11	8.9		
	Agree	60	48.4		
	Strongly Agree	51	41.1		
	Total	124	100		

Table 7 illustrates that there was significant agreement that motivation assists respondents to have confidence in their employer, with a mean value of $M = 4.23$, and a standard deviation ($SD = 0.854$). (Kang and Hustvedt 2014) [60] emphasize that when workers trust their employer, they will have trust and be willing to go along with their employer's leadership style. Uncertainty, which is the opposite of confidence, raises fear, withdrawal, lack of allegiance, reduced profits on investment and lowered levels of productivity. In the opinion of Mishra, Kesharwani and Das (2016) [61], both the companies and employees gain when there is a sense of confidence and trust at work. Not only can confidence help create and sustain close working relationships, but it can also set up a good standard for many parts of a business's operations. It can develop teamwork and bring cooperation to employee performance (Jeong and Oh 2017) [62]. Confidence, particularly between the employee and the employer can be built by being transparent, honest, and supportive to others, extending empathy and recognizing that building confidence takes hard work. Above all, people should model the behaviour they seek (Meng and Berger 2019) [63]. (45.2% + 41.9%), 87.1% testified that they have confidence in their employer.

Table 7. Employees' perceived level of confidence in their employer (N = 124).

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I have confidence in my employer.	Strongly Disagree	2	1.6	4.23	0.854
	Disagree	4	3.2		
	Neutral	10	8.1		
	Agree	56	45.2		
	Strongly Disagree	52	41.9		
Total	124	100			

Table 8 reflects the significant agreement that the respondents feel motivated as their employer always meets their needs with a mean value of $M = 3.98$ and standard deviation ($SD = 0.846$). Cho and Song (2017) [64] affirm that meeting employee needs can increase their motivation and escalate their levels of prod-

activity and efficiency, as well as retain talented workers. It can encourage the generation of ideas and make workers to be responsible. In this contemporary corporate environment, as viewed by Carnevale, Loureiro and Kabadayi (2018) [65], employees are supposed to be regarded with respect, paid impartially, believe and be dependable by those they work with, feel the job safety, and have the chance to utilize their talents and capabilities in their work. According to Curado and Vieira (2019) [66], when the needs of the workers are unmet, they feel uncomfortable or unsafe at work with an effect which can harm business productivity and results. Likewise, when their needs are met, they feel appreciated and honoured and focus on delivering their best outcomes. They will be able to foster a positive work culture (Dahmardeh and Nastiezaie 2019) [67]. The results show that 79% (26.6%; 52.4%) of the study participants acknowledged that their needs as promised by their employer are fulfilled while 14.5% had a neutral opinion, 56% disagreed and 0.8% strongly disagreed.

Table 8. To what extent do employees perceive that their employer has met their needs as an employee (N = 124)?

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
The employer has managed to satisfy my needs as an employee.	Strongly Disagree	1	0.8	3.98	0.846
	Disagree	4	5.6		
	Neutral	18	14.5		
	Agree	65	52.4		
	Strongly Disagree	33	26.6		
	Total	124	100		

Table 9 reveals that there was significant agreement in that the respondents perceived that employees are emotionally attached to the company they work for, with a mean value of $M = 4.10$ and a standard deviation of $SD = 0.805$. Emotional connections, according to Di Fabio and Kenny (2015) [68], are engendered when workers feel connected and are more inclined to invest their time and effort in the company. When this transpires, workers are more contented, and more creative, and may not be likely to resign from their jobs (Saah, 2018) [69]. This is good for the business regarding talent retention and innovation. Optimistic emotions increase workers' intelligence. It makes them to be exposed to new concepts and opportunities. Workers can increase their engagement with other people. Their motivation gives them the courage to invest more effort into their work. Because they feel emotionally attached to the job they do, the passion for their job enables them to reduce stress, helps them to think rationally and boosts their physical health (Eissa, Lester and Gupta 2020) [70]. 83.1% (50.8% + 32.3%) stated that they are emotionally attached to their company while 12.9% were neutral and a few (strongly disagree = 0.8%, disagree = 3.2%) disagreed with the statement that they are emotionally attached to the company they work for.

Table 9. The emotional attachment of employees to their employer (N = 124).

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I feel emotionally attached to this company.	Strongly Disagree	1	0.8	4.10	0.805
	Disagree	4	3.2		
	Neutral	16	12.9		
	Agree	63	50.8		
	Strongly Disagree	40	32.3		
	Total	124	100		

Table 10 reflects that there was significant agreement in that respondents perceived that because of the motivation they received at work, they owe a great deal to the company, with a mean value of $M = 4.02$, and a standard deviation ($SD = 0.841$). According to Anitha (2016) [71], employees influence the organization, and the organization influences its employees. An organization will not be able to realize its goals if it cannot influence its workforce to do what is right. Likewise, employees cannot get satisfaction in their work if the organization is unable to pay for productive support. Both influence each other to realize the best possible outcomes. When both remain at odds, adverse results occur because this generates a disparity between the parties that causes in-gratification and a decrease in performance. Thus, both affect each other in one way or another for improvement or deterioration in working. Of the respondents, 91.4% (agree = 53.2%, strongly agree = 28.2%) agreed that they owe a great deal to their company, while 12.1% were neutral and some (strongly disagree = 0.8%, disagree = 5.6%) disagreed that they owe a great deal to the company they serve.

Table 10. How much do employees perceive that they owe to the company (N = 124)?

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I owe a great deal to the company.	Strongly Disagree	1	0.8	4.02	0.841
	Disagree	7	5.6		
	Neutral	15	12.1		
	Agree	66	53.2		
	Strongly Disagree	35	28.2		
	Total	124	100		

Table 11 stipulates important agreement that the respondents perceived that motivation could make employees proud and become associated with their team, with a mean value of $M = 4.22$, and a standard deviation ($SD = 0.771$). These results are aligned with the findings of Csiszárík-Kocsír and Garia-Fodor (2018) [72] that team motivation is crucial to enhancing morale and assisting employees to feel delighted in their work. Employee motivation increases passion

for daily practice and influences efficiency. It can therefore be assumed that motivation will help workers with more innovations, higher productivity levels, lower levels of absenteeism and lower levels of staff turnover in the FMCG company. This is also supported by the number of respondents who agreed that motivation makes them proud of their team. Most respondents, 81.4 % (agree = 53.2%, strongly agree = 28.2%), agreed that were proud of the team they belong to, while 12.1% were neutral and some (strongly disagree = 0.8%, disagree = 5.6%) disagreed with motivation makes them proud of their team.

Table 11. The extent to which employees feel proud to be associated with their team (N = 124).

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I am proud to be associated with my team.	Strongly Disagree	1	0.8	4.22	0.771
	Disagree	7	5.6		
	Neutral	15	12.1		
	Agree	66	53.2		
	Strongly Disagree	35	28.2		
	Total	124	100		

Table 12. The extent to which employees feel that they have a good work-life balance that allows them to focus (N = 124).

Focus Area Question	Likert scale	Frequency	Percentage	Mean	Std. Deviation
I have a good work-life balance that allows me to focus.	Strongly Disagree	1	0.8	3.99	0.831
	Disagree	6	4.8		
	Neutral	19	15.3		
	Agree	65	52.4		
	Strongly Disagree	33	26.6		
	Total	124	100		

Table 12 shows that there was significant agreement that the respondents perceived that with motivation, they have good work-life balance that allows them to focus with a mean value of $M = 3.99$ and a standard deviation of $SD = 0.831$. Having a good work-life balance has been established by Felstead and Henseke (2017) [73] to have a constructive effect on attitude that widens mindset. Work-life balance develops attention and strengthens workforces at all levels, facilitating better work performance (Hjálmsdóttir and Bjarnadóttir 2021) [74]. According to Hjálmsdóttir and Bjarnadóttir (2021) [74], work-balance reduces pressure and promotes healthier mental and physical well-being. When workers have a good work-life balance, they are less tense about their work and have some degree of freedom even when not at work. This is supported by the

response of a large number of respondents who agreed that work-life balance will assist employees to be focused. Many of the respondents, 70% (agree = 52.4%, strongly agree = 26.6%), were in agreement that work-life balance assists employees to focus, while 15.3% were neutral and a few (strongly disagree = 0.8%, disagree = 4.8%) were in disagreement that work-life balance enables the employee to be focus.

Based on the above results, employee motivation is a pertinent element for employee productivity, engagement, and job satisfaction. In this study, the results below in **Table 13** indicate that most of the participants have a high level of motivation towards their work, and this is supported by the mean score of 4.48 and the relatively low standard deviation of 0.610. The standard deviation indicates that the responses are relatively consistent and widely dispersed, suggesting that the level of motivation is similar among the participants. Thus, these results suggest that employees are generally interested in their work and are likely to be more productive and engaged as a result.

Table 13. Mean of employee motivation.

	Score
Mean	4.48
Standard deviation	0.610

Reliability is the extent to which the measurement of a phenomenon provides stable and consistent results (Wiid and Diggins 2013) [24]. The reliability analysis was conducted on the following constructs (Employee Motivation, Employee Perception, Compensation and Benefits Rewards and Recognition, Training and Development, Work-Life Balance, Career advancement opportunities, Performance Management, Employee participation, and Working Environment). According to Wiid and Diggins (2013) [24], the cut-off value of Cronbach's alpha is 0.7 although 0.6 is sometimes acceptable. The results in **Table 14** below demonstrate that all the constructs are internally consistent in their measurement because Cronbach's Alpha values are above 0.7.

Table 14. Reliability of constructs.

Constructs	Items	Corrected item-total correlation	Cronbach's alpha	Final number of items and (initial)
Employee Motivation	EMOT1	0.799	0.910	7 (13)
	EMOT2	0.764		
	EMOT3	0.746		
	EMOT4	0.819		
	EMOT5	0.670		
	EMOT6	0.720		
	EMOT9	0.603		

Continued

Employee Perception	EPERC1	0.799	0.934	8 (19)
	EPERC2	0.840		
	EPERC3	0.788		
	EPERC4	0.726		
	EPERC5	0.771		
	EPERC6	0.759		
	EPERC7	0.801		
	EPERC12	0.701		
Compensation and Benefits	COBEN1	0.845	0.932	6 (6)
	COBEN2	0.854		
	COBEN3	0.816		
	COBEN4	0.782		
	COBEN5	0.794		
	COBEN6	0.718		
Rewards and Recognition	RERECO1	0.874	0.936	4 (4)
	RERECO2	0.862		
	RERECO3	0.867		
	RERECO4	0.811		
Training and Development	TRDEV1	0.843	0.937	5 (5)
	TRDEV2	0.821		
	TRDEV3	0.848		
	TRDEV4	0.862		
	TRDEV5	0.787		
Work-Life Balance	WLB1	0.679	0.835	3 (3)
	WLB2	0.698		
	WLB3	0.710		
Career advancement opportunities	CAO1	0.846	0.891	3 (3)
	CAO2	0.832		
	CAO3	0.692		
Performance Management	PMAN1	0.794	0.911	4 (4)
	PMAN2	0.855		
	PMAN3	0.842		
	PMAN4	0.737		
Employee participation	EMPARC1	0.737	0.876	4 (4)
	EMPARC2	0.733		
	EMPARC3	0.789		
	EMPARC4	0.682		
Working Environment	WENV1	0.704	0.878	4 (4)
	WENV2	0.811		
	WENV3	0.820		
	WENV4	0.632		

6.2. Conclusion

This section completes the study with the primary purpose of investigating the extent to which the talent retention strategies of the FMCG sector can be contributory factors to employee motivation, thereby promoting the sustainable development of the organization and the economy. This study was conducted in an FMCG food manufacturing company. The main purpose of this study was to examine the extent to which talent retention strategies influence employee motivation. This study assumed the positivist research philosophy. The researcher examined various empirical studies, employee motivation models and talent retention strategies that provided eight (8) talent retention strategies that were examined to determine their influence on employee motivation. A quantitative questionnaire was hand-delivered to one-hundred and thirty (130) participants, where one-hundred and twenty-four (124) were returned and counted as valid, and data was analyzed through various tests. The main findings of the analysis revealed that employee motivation is influenced by employee participation. The study also revealed that gender-based inequalities exist. The research revealed that although respondents are skilled, they are not highly qualified. It was also discovered that respondents seek a healthy work-life balance and prefer to work in an organization that values their contributions while paying them equitable remuneration. The results of the study found that skilled respondents want to be trained and developed and value the opportunities provided by the employer. This study contributes to the literature about talent retention and employee motivation and provides some guidelines to the industry on the matter. This study also provided some foundational work which provides the opportunity to others for future research. Thus, the following findings and recommendations have been identified.

7. Recommendation

Based on the discoveries of this study, the following recommendations are suggested to the FMCG industry and organizational leaders.

7.1. Promoting Gender Equality in the Workplace

The study revealed that of 124 respondents, 85.5% were males and females were 14.5%. There are more males employed than females. Considering that this study selected respondents with a certain skill level, it is evident that there are more male-skilled employees than females. Gender equality in the workplace is essential to ensure fairness and promote a healthy work environment that is free from discrimination and bias. Archaic convictions about gender responsibilities are holding women back, thus affecting their choice of career (Abbas and Kant 2017) [75]. The organization can address this effectively by:

- 1) Eliminating the notion that certain jobs can only be performed by men and that women are incapable of doing them. This is because people's capacity is undefined by gender, whether or not the organization is employing new em-

employees or choosing who earns a promotion. Employees who know how exactly to do their jobs, do it with confidence to deliver good results.

2) Women should be given equal opportunities as their male counterparts.

3) Fair training and opportunity development should be offered to the employees regardless of their gender.

4) Diversity and inclusion must be encouraged through fostering a culture where all employees are respected, not only for their individuality but also for their differences in perspectives and experiences.

7.2. Encouraging Employee Participation in the Workplace to Enhance Employee Motivation

According to the results of this study, only 22.2% strongly agree that they are allowed to challenge themselves in their work. The results also show that only 21% of the respondents strongly agree that they are involved in their job decision-making. Employee participation involves including employees in the everyday decision-making of this business, allowing them to have an impact on their teams and in their jobs. When employees feel that their opinions and suggestions are heard, it translates into achieving organizational goals and building a culture that enhances employee motivation. Thus, managers of the FMCG company should allow employees to be more involved in the decision-making processes in their teams. Grant some level of autonomy to employees in their daily tasks. This can assist with building a cooperative work environment where everyone is free to share their ideas. Such involvement will improve motivation and the employee's willingness to remain with the company (Chawla 2020) [76].

7.3. Developing Robust Policies and Procedures for Equitable Compensation and Benefits within the Organization

According to the results of the study, less than half the participants (48.8%) are satisfied that their salary is fair and covers their living expenses. Equally, only 48.4% of the respondents attest that the company offers equitable, market-related, and competitive salaries. Compensation and benefits policies are always a contentious topic in most organizations as it is often not seen as fair to some (Khalid and Nawab 2018) [77]. To increase the motivation of employees, organizations must regularly review their policies on fair and equitable compensation and benefits.

1) The policy must be in line with industry norms and meet the needs of employees. This will ensure that disparities are eliminated and ensure that employees are fairly compensated for their work.

2) Furthermore, Employees must be educated on the company's compensation and benefits policies so that they understand how their remuneration is calculated, and how benefits are allocated. This will ensure transparency, which builds trust amongst employees and will eliminate any uncertainty.

3) Benefits must be clearly explained and can be flexible, depending on how the employee wants to structure their remuneration package. Benefits such as

medical aid, retirement savings and others can be customized to ensure that the employee is comfortable.

7.4. Fostering and Rewarding a Culture of Innovation

The results of the study show that only 19.4% of respondents strongly agree that management appreciates employees who develop innovative ideas.

Organizations can encourage and reward innovation by:

- 1) Rewarding innovative designs, efficiencies, concepts and troubleshooting solutions.
- 2) Rewards must include both monetary and non-monetary types and must be consistently applied so that they appeal to the assorted needs of the employees.
- 3) Prompt employees to experiment with new ideas, think outside the box and brainstorm in cross-functional teams. This will encourage knowledge sharing, innovative ways to solve problems and working towards a common goal.
- 4) Providing adequate resources such as time and technology to support new ideas and projects, thus making employees feel motivated to develop new ideas.
- 5) Model innovative thinking by introducing new ways of completing tasks, which will encourage employees to do the same while promoting a growth mindset.

7.5. Promoting a Healthy Work-Life Balance

According to the results of this study, 53.2% of the respondents agree that time-off allows employees to recharge and perform well upon their return to work. A flexible work schedule can be implemented to encourage employees to manage their time more effectively. This can be achieved by:

- 1) Embracing technological advances to aid flexibility.
- 2) Setting clear expectations and goals so that employees know how to prioritize their time and reduce the stress of last-minute deadlines.
- 3) Encouraging time off and providing annual leave to enable employees to have holidays or focus on personal matters.

7.6. Crafting Career Paths for Skilled Employees

From the results of the study, it was found that only 20.2% of respondents strongly agree that they have a clear path. Organizations must create a clear path for their skilled and talented workforce by:

- 1) Defining a career path for the individual employee. This will entail outlining the skills and knowledge that will be required for each level of progression.
- 2) Creating a performance scorecard with clear expectations and achievable goals.
- 3) Providing developmental opportunities such as job shadowing to assist with attaining new knowledge.
- 4) Offering career counselling to those who are not sure of their next career path.
- 5) Providing regular, constructive feedback on employees' performance. This

behaviour must be embedded in managers and supervisors.

7.7. Offering Educational Opportunities at a Higher Level to Support the Professional Growth of Skilled or Talented Employees

The results reveal that 63.7% of the respondents have Grade 12 as their highest educational qualification. Only 12.1% of the respondents have a diploma and 4.8% have a degree. The results show that many participants lack higher educational qualifications even though they are skilled. Long-term learning opportunities that are supported by the organization can include:

- 1) The organization provides funding for higher education institutions for employees to improve their qualifications.
- 2) Providing incentives such as promotions and rewards to encourage employees to improve their qualifications.

7.8. Encouraging and Prioritizing Employee Wellness

The results show that 47% of the respondents strongly agreed that the company does not have strict health and safety policies that ensure all employees' well-being. Only 39% of respondents strongly agree that their supervisor/manager is interested in their welfare. Focusing on employee wellness entails an organization's active investment in the mental, emotional and physical health of its workforce (Richert-Kaźmierska and Stankiewicz 2016) [78]. This investment encompasses various initiatives, namely:

- 1) Promoting the importance of taking breaks.
- 2) Providing ergonomic workstations that encourage proper posture; and
- 3) Offering on-site medical facilities for managing chronic conditions and check-ups.

Crucially, prioritizing employee wellness necessitates a focus on mental health, which entails providing resources and support such as counselling services where employees can openly discuss their mental health concerns. Additionally, it is the employer's responsibility to cultivate an environment that removes the stigma around mental health, so that employees feel comfortable discussing these topics without embarrassment or fear of judgment (Kaddourah, Abu-Shaheen and Al-Tannir 2018) [79].

7.9. Developing an Adequate Succession Management Plan

According to the results, almost half of the respondents (43.4%) felt that a formal succession management process is not used consistently to fill skilled positions. The organization can apply:

- 1) A strategic approach to talent retention to ensure that skills are managed effectively, and they remain in the organization.
- 2) A well-planned succession management strategy that guides managers to identify and groom talent for future roles, while recruiting to bridge skill gaps and ensure continuity.

3) A process to identify high-potential employees and offer mentoring, coaching, training and development opportunities to create a talent pipeline for key roles.

These practices will not only mitigate the risk of disruption to the organization but will also increase employee engagement and retention.

8. Proposed Future Research

Considering that this research was done at the FMCG food manufacturing company in the Kwa Zulu Natal province, it is thus proposed that similar research be conducted at other branches of the FMCG company in other provinces, to include more employees in the study. This may provide greater insights into this subject matter. Since the study revealed that more males are employed in skilled positions than females, it is also proposed that beyond the scope of this study, other scholars delve into the reasons why this may be the case, to close the gap of gender disparity in the workplace or organization. It is also worth mentioning for researchers to pay attention to the matter of how employee participation influences talent retention and employee motivation. In the food manufacturing industry, there is limited research on the aforesaid aspects therefore more research must be conducted on employee motivation and to preserve talent in the industry (Hee and Ann 2019) [80].

Conflicts of Interest

The authors declare no conflicts of interest.

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