

The Influence of Non-Monetary Rewards on Talent Retention in the Textile Industry

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ABSTRACT

Purpose of the study: The study aimed to establish the influence of non-monetary rewards on talent retention in the textile industry in Harare. The study was motivated by the challenges of high labour turnover in the textile industry owing to the depreciation of RTGS dollar against the major currencies, and thus lowering salaries of employees earning in RTGS salary denominated payments. The study focused on non-monetary rewards namely: company cars, housing loans, grocery hampers, and physical rewards in place of monetary rewards. **Methodology:** The study applied the explanatory study design which allows a mixed approach of combining quantitative and qualitative data sets to be analyzed sequentially in a single study.

Main Findings: The study found that components of non-monetary rewards (Employee achievements, employee promotions, employee praise, and employee recognition) had a positive and significant relationship with retention of talented employees in the textile industry.

Conclusions and recommendations: The study concluded that deployment of non-monetary rewards had a significant impact on retention of skilled personnel in the textile industry. The main study recommendation was that managers in organizations are encouraged to recognize achievements of employees and reward them, recognize production history of employees and reward through promotions, employee praise, and employee recognition.

Key Words: Employee promotions, employee praise, and employee recognition.

The influence of Non-Monetary Rewards on talent retention in the textile industries in Harare, Zimbabwe.

INTRODUCTION

This study is focused on the influence of non-monetary rewards on talent retention in the textile industry in Harare. The textile industry in Harare is currently faced with the challenge of rewarding employees to retain the skilled workforce following the depreciation in value of the RTGS dollar in Zimbabwe against major currencies (Kanyenze, 2018). Companies in the textile industry in Harare are experiencing high labour turnover owing to the RTGS denominated salary payments that are frustrating to the majority of talented labour force. However, the majority of companies have decided to offer non-monetary rewards namely: company cars, housing loans, grocery hampers, and physical rewards in place of monetary rewards, but the question of influence of the rewarding system on talent retention remains open, hence the motivation of this study.

LITERATURE REVIEW

The labour market is raising questions of rewards given the critical shortage of talented people, and global companies are in a scramble to attract and retain the few skilled workers that are on offer through offering competent rewards that are beyond the reach of many (Abbas, 2018). This means that the question of impact of non-monetary rewards to attract skilled manpower or to motivate high retention of talented employees remains unanswered on a global scale (Bogatova, 2017).

Theoretical framework

In this study, the following theories were used to provide an explanation of the foundations of influence non-monetary rewards in talent management:

McKinsey and Company: The War for Talent

In 1997, McKinsey and Company studied 77 large organizations from various industries to circumscribe the magnitude of the war for talent (Almohtaseb, 2020). Based on their findings, McKinsey and company then came up with the four pillars of motivation which are key to human resource influence on service delivery. These are embedded in what has become known as the War for talent model (Alves, 2020). There is no debate or academic scholarly thinking which is meaningful in employee motivation which does not refer to the war of talent model (Boris, 2019). The war for talent model was coined in 1997 by McKinsey and Company (1997) and the model is increasingly used by organizations as a landscape for the recruitment and retention of talented employees. The war for talent model of 1997 holds that better talent is worth fighting for on the labour market for the sole survival of organizations (Cameron, 2022). Executives and experts point to the view that the labour market is extremely exposed to a severe shortage and worsening shortage of talent and successful companies have declared war against each other in the fight to grab the right talent available. The assumption of the war for talent model holds that:

- To win the war for talent, executives have to elevate motivation of employees and focus to satisfy the burning desires of the skilled employee to perform for the corporate (Kravariti, 2020).
- To attract and retain the right talented employees for the organization, senior management have to answer why a smart, energetic ambitious young man or woman have to join their organizations rather than the next door company. The motivation of employees to retain the right skill.
- The leadership need also to pay attention to motivation tools and continues to develop, develop, and develop (Alves, 2020).

The themes that are associated with McKinsey and Company (1997) 's war for talent theory provided an explanation of the functions of rewards for employees to meet company objectives, thus justifying the relevance of the theory in this study (Abbas, 2018)..

Herzberg's two factor theory

Herzberg's theory of motivation introduced two elements or factors to account for the overall job satisfaction.

The following table is an illustration of the theory:

Table 1: Herzberg's two factor theory (hygiene factors and motivators)

Hygiene factors	Motivators
Salary	Job itself

Working conditions	Recognition
Supervision	Achievement
Fringe benefits	Promotions
Medical aid	Praise

Source: (Almohtaseb, 2020)

According to Herzberg in Almohtaseb (2020) motivation comes from the job itself. Herzberg's theory established that employers need to supply both hygiene and motivation factors in order to be comprehensive in people management. According to Robins and Coulter (2012), employee motivation is complete if the management supplies hygiene factors first in order to move to supply of motivators later. The implication is that, adequate salaries need to be paid first and then the management moves to motivators to be effective. The management can motivate employees through providing certificates of recognition plus a monetary award to accompany the motivation. The study adopted the constructs of Herzberg to establish the independent variables of the study namely: employee achievements, employee promotions, employee praise, and employee praise

Reinforcement Theory

B.F. Skinner (1953), who propounded the reinforcement theory, holds that by designing the environment properly, individuals can be motivated. Instead of considering internal factors like impressions, feelings, attitudes and other cognitive behaviour, individuals are directed by what happens in the environment external to them. Skinner states that work environment should be made suitable to the individuals and that punishment actually leads to frustration and de-motivation. Hence, the only way to motivate is to keep on making positive changes in the external environment of the organization (Reiss, 2004). This theory provides an understanding of the relevance of rewards to keep the mood of employees positive to achieve high production of services.

Process Theories

The theories attempt to identify the relationships among the dynamic variables which make up motivation and the actions required to influence behaviour and action. They provide a further contribution to our understanding of the complex nature of non-monetary rewards (Mullins, 2005). Process theories on the other hand are also known as cognitive because they are concerned with people's perceptions of their working environment, the ways in which they interpret and understand their environment. According to Guest, process theories provide a much more relevant approach to our understanding of non-monetary rewards (Alves, 2020). Cognitive theory can certainly be more useful to managers to provide realistic guidance on motivation techniques of employees through non-monetary rewards (Armstrong, 2006). The process theories are: Vroom's Valence/Expectancy theory, Equity theory and Goal theory.

Vroom's Valence/Expectancy Theory

The most widely accepted explanations of motivation have been propounded by Vroom (1964). His theory is commonly known as expectancy theory. Vroom criticized Herzberg's two-factor theory as being too dependent on the content, and context of the work roles of workers and offered an expectancy approach to the study of motivation (Bloisi et al., 2003). The theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome, and on the attractiveness of that outcome to the individual to make this simple. Expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to

good performance appraisal and that this shall result into realization of personal goal in the form of some reward. Therefore, an employee is Motivation = Valence x Expectancy. The theory focuses on three things. The theory established an understanding of the values of performance and reward relationship (Cole, 2003), and thus providing an understanding of the current study involving non-monetary rewards and retention of talented employees.

Goal setting theory

Locke et al., (2008) defined a goal as what an individual attempt to accomplish; it is the object or aim of certain action (Kumar, 2022). The basic assumption of goal setting is that goals are immediate regulators of human action. Evidence from the goal-setting research indicates that specific goals leads to increased performance and that difficult goal, when individuals have accepted them, result in higher performance than easy goals (Austin and Bobko, 1985; Locke, 2004). Regarding the impact of goal setting on intrinsic motivation, Elliot and Harackiewicz (1994) show some interesting evidence in their article. They explain, by means of regression analysis that the effect of performance or mastery-focused goals on intrinsic motivation depends on the degree of achievement orientation of an individual. Therefore, Goals serve as the inflection point or reference standard for satisfaction versus dissatisfaction (Mento, Locke and Klein, 2022).

2.2.0 Related empirical studies

Nguyen (2020) investigated determinants of employee motivation in textile and garment companies located in Vietnam's Binh Duong province to propose feasible actions for their sustainable development in the current context of competition on the labour market. This study used self-completed questionnaires to collect data which was then analyzed with statistical methods including scale reliability, exploratory factor analysis, and multiple linear regression. The study results showed that there are ten determinants, ranked in descending order of their importance, including: working environment; training and promotion opportunities; salary and benefits; personal loyalty; relationship with colleagues; nature of work; organizational recognition; type of ownership; relationship with superiors; and working experience that were critical to motivate performance of local authorities. The main study conclusion suggested that organizations need to focus on non-monetary rewards to retain skilled personnel. Talented employees should be provided with creative space or a conducive working environment to unleash their talents and get things done in an optimal, efficient and effective manner (Ahedu, 2019). However, gaps remained open since this study was carried out in India than in Zimbabwe.

In another study carried out by Karpagam (2022) on impact of non-monetary rewards on Interpersonal relationship of employees in Puducherry, India. The study was undertaken in Textile shops of Puducherry using a sample of 50 shops and participants were namely: salesperson, Manager, coordinator and Marketing Executives. Data was collected through a questionnaire which was later evaluated using SPSS 21 (Statistical Package for social Science) to validate the conceptual framework. The study also established the relationship between the demographic variables and components of non-monetary rewards. The correlation among the various components of non-monetary rewards were computed. Tools such as t-test, intense correlation and Multiple Regression were used. The main study conclusion is that the systematic attraction, identification, development, engagement/retention, and deployment of skilled personnel was important on interpersonal relationships of employees. Skilled personnel have the capacity to extent their interpersonal skills to recruit customers on the market. This study was relevant in the current study because of its focus on non-monetary rewards though the dependent variable (interpersonal relationships) was different, and thus providing a gap to the current study.

Mudimu (2013) carried out a study in Zimbabwe on motivation system in the Zimbabwean healthcare industry at Parirenyatwa group of hospital. The study highlights were that the existing motivation processes namely; recruitment and attraction, compensation and rewarding, workforce and succession management,

performance management and training and development were generally weak in the country's health sector. The main conclusion is that the operationalization of motivation practices was facing many challenges owing to partial implementation of strategic tools. The study further concluded that motivation in Zimbabwe was faced with many challenges hence the brain drain of critical skills in the health sector, however, gaps existed on impact of non-monetary rewards on retention of talented employees in the manufacturing sector.

Mahlahla (2018) carried out a study on the impact of motivation on retention of talented employees and retention strategies in Masvingo at the City Council. The main objectives of the study were to determine the impact of motivation on retention of talented employees at Masvingo City Council in Zimbabwe. The study adopted the quantitative research design and a pre-coded structured close ended questionnaire comprising the 5 Point Likert Scale was administered to the respondents. The questionnaire comprised of Section A and Section B. The target population comprised of 72 professionals at the Masvingo City Council. The researcher personally distributed and collected the questionnaires from the respondents which equated to a high response rate of 93.05%. A number of statistical tests were used to test 14 hypotheses which were formulated for the various sections of the study. The main findings indicated that motivation had an impact on retention of talented employees at Masvingo City Council in Zimbabwe. The findings also revealed that there is a strong relationship between the implementation of motivation and retention strategies at Masvingo City Council. The study recommended that Masvingo City Council should provide employees with adequate training and development, revise and improve personnel policies provide adequate resources and reward employees for outstanding performance. The study conclusion opened for future research to focus on impact of non-monetary rewards to motivate retention of talented employees, and thus creating gaps for the current study.

Nkala, et al (2021) carried out research on human resources for health motivation contribution in the public health sector in Zimbabwe. The study established that motivation is an essential component in transforming health systems if carefully implemented for the public sector especially in low income countries. In Zimbabwe public health sector, employee motivation and engagement are viewed as amongst the challenges affecting the realization of effective performance and productivity from the existing Health workforce. Largely, modern health care systems lack robust strategies to identify and utilize employee talent essential to help attain organizational citizenship. The study reviewed the relevancy and effectiveness of motivation practices in the public health sector using a case study of Parirenyatwa Group of Hospitals, one of the major referral hospitals in Zimbabwe. The study aimed at closing the talent pipe-line gaps as part of the Health Systems Strengthening initiative towards bringing about employee motivation and engagement amongst the health workforce in public sector settings. The study assessed the impact of the existing motivation initiatives focusing on variables; recruitment and attraction perspective, compensation and rewarding component, health workforce succession management and implemented performance management system. The study conclusion is that there must be continuous capacity building of human resources departments in terms of motivation to influence service delivery of the health sector, however, gaps existed on impact on non-monetary rewards on retention of talented employees in the manufacturing sector.

(Mutambara and Mtetwa (2020) involved themselves in a study of human resource transformation as a panacea for addressing motivation challenges at an electricity company in Nigeria. The study established that transformation of the human resources could only be achieved if the management observes the importance of motivation. The study arguments were that motivation efforts are bound to fail if the management fails to align the human capital management strategies in the systems of the organization to achieve an optimum service for the customers. Motivation is therefore an important factor to consider service delivery of companies in the energy industry in Nigeria. However, this study was carried out in Nigeria's energy industry, and gaps remained open for companies in the manufacturing sector in Harare.

Conceptual framework

A conceptual framework is an illustration of the relationship that exists between the Independent (IV) and

dependent variables (DV) in a research study (Saunders, 2016). The independent variable (IV) (Predictor) is presumed to influence change to the dependent variable (DV) (Criterion). In the context of this study, motivation represents the Independent Variable (IV) (Predictor) whilst Service delivery represent the Dependent Variables (DV) (Criterion) (See the Figure below):

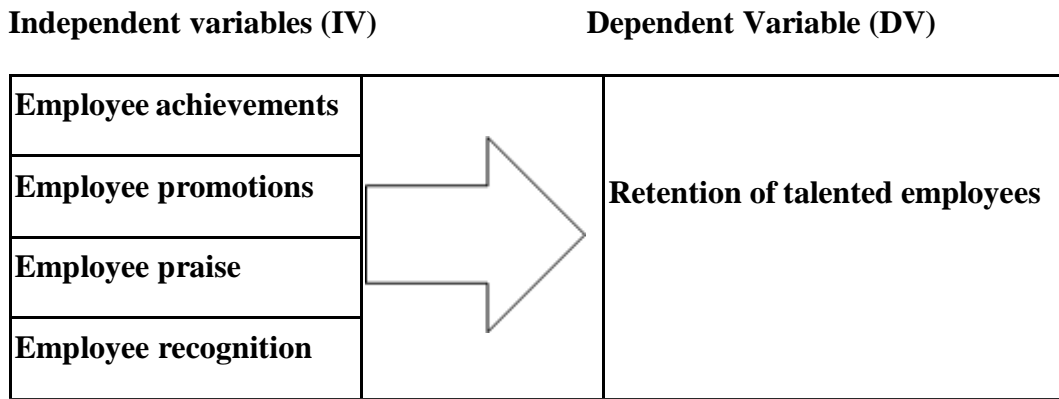


Figure 2.3.1 The Conceptual Framework (Researcher’s own compilation)

Figure 2.3. shows the conceptual framework of the study. The Conceptual framework used the four planks of motivation derived from Herzberg’s two factor theory to establish the Independent variables namely: Employee achievements, employee promotions, employee praise, and employee recognition. The Dependent Variable (DV) namely: retention of talented employees which is largely measured by long service awards of skilled personnel in the organization. Employee retention means labour turnover of skilled personnel is very low, and thus resulting in high performance of organizations because talented employees are staying with the organization until retirement (Kotler, 2016; (Armstrong, 2016) (Abbas, 2018). The study applies Herzberg’s two factor theory to establish the influence of non-monetary incentive schemes than the textile industries offer to employees to motivate high performance.

The Independent Variables of the study

The following are the details of the independent variables depicted by the conceptual framework:

1. **Employee Achievements:** This refers to opportunities for employees that open up for career advancement opportunities or growth of the employee. Managers must provide promotional opportunities to employees to achieve greater heights (Ashton, 2019). Whenever there are promotional opportunities for employees to improve their skills and to attain high levels of achievements in life, the organization must provide the windows to promote growth. Promotion is a very big stimulator or motivator for employees in recognition of achievements achieved by employees. Employees get bored if their achievements are not clear, and not recognized by the organization (Berger, 2018). The management is encouraged to observe employee achievements to capture high performance at the work-place. It is therefore against this background that this study targets to measure employee achievement as an independent variable to determine impact on retention of talented employees in the textile industries.
2. **Employee promotions:** This refers to life time bonding between employees and organisation. Employee promotions, means giving permanent or confirmation letter (Berger, 2018). Employee promotions, ensures safety and security need but it may have negative impact. Once the employees get job secured, they lose interest in the job (Abbas, 2018). For example, government employees do not perform efficiently as they have no fear of losing their job. Employee promotions, must be given with some terms and conditions. Employee promotions, is the assurance an employee has that they

can continue working their current job for the foreseeable future(Ahmad, 2020). It means you're confident that your employment status with a company can stay consistent, regardless of any external forces that might impact the business. Employee promotions, means feeling safe from factors like layoffs, sudden changes in business performance(Ashton, 2019). When people feel more secure in their jobs, they might be more likely to stay with a company. Companies can show their employees that they can manage change effectively, handling economic changes in a way that keeps employees safe. If employees then tell others about the employee promotions, they feel, others might apply to the company for a secure position. Increased employee promotions, can help employees be more productive in their roles. Less secure jobs can cause employees to feel more distracted or anxious, so this security might enable greater focus and determination (Abu Al Rub, 2017). Feeling secure can also provide motivation as they want to grow in their roles or career with a company. An employee who feels safe at work might be more loyal to their company. This means they trust the relationship and that they commit to performing well and staying with a company. Loyalty is important because it shows company leadership that their employees share their values and want to work toward achieving the same common goals. Employees can feel more positive when they have a secure job(Armstrong, 2016). It is therefore against this background that this study targets to measure employee promotion as an independent variable to determine impact on retention of talented employees in the textile industries.

3. **Employee praise** is the open acknowledgment of employee behaviour or achievement (Abu Al Rub, 2017). It's used by organizations to express appreciation, motivate employees, and reinforce desired behaviour. Authentic praises serve three key purposes; a simple "thank you" is often all it takes to show appreciation to employees. People want to know that their hard work and achievements aren't going unnoticed. Celebrate strong effort when employees go above and beyond(Ahmad, 2020). Praise help employees to develop emotional connections to the workplace that fuel future performance. Behaviours and actions that are recognized more frequently show employees how they are valued by managers, leaders, and the organization as a whole. When employees receive praises for adopting a behaviour aligned with company values, they' become more engaged, motivated, and likely to go the extra mile for their company. Organizations with formal recognition programs have 31% less voluntary turnover than organizations that don't have any program at all. And they're 12 times more likely to have strong business outcomes. If leaders want to drive employee, team, and business success, they need to prioritize employee praise. It is therefore against this background that this study targets to measure employee recognition as an independent variable to determine impact on retention of talented employees in the textile industries.
4. **Employee recognition:** This refers to acknowledgement of achievements of employees to satisfy the ego of the subordinates. Ego-satisfaction is a very good motivator(Armstrong, 2016). Whenever the good efforts or the positive attitudes are shown by the subordinates then the superior should recognize the achievements in public or in the presence of other employees. Whenever if there is any negative attitude or mistake done by a subordinates then this should be discussed in private by calling the employee in cabin(Almohtaseb, 2020). Examples of employee recognition includes congratulating the employee for good performance, displaying the achievements of the employee in public, giving certificate of recognition, distributing moments, gifts among others. It is therefore against this background that this study targets to measure employee recognition as an independent variable to determine impact on retention of talented employees in the textile industries.

The dependent variable

1. **Retention of talented employees:** This refers to personal commitment of employees to provide a satisfactory service to the organization(Abbas, 2018). The concept of talent retention is derived from principles of prevention talented employees from leaving the organization (James and Mathew, 2012),encouragement of talented employees to remain with the organization for a long period through

application of effective recruitment strategies(Armstrong, 2012), Staff training, retraining and career development(Netswera, 2005),compensation and staff salaries(Ndung'u.K., 2015), and talent management (Burbach R, 2010;Almohtaseb, 2020). Retention of talented employees relates leads to production of quality services offered to customers. Retention of talented employees forms the foundation which customers enjoy superior care, and top level products from the organization(Ahmad, 2020).Talented employees are dedicated to offer high quality services to customers, and align their skills with the vision of the company to become successful in a competitive environment(Abbas, 2018). It is therefore against this background that this study targeted to determine the extent to which employees' performance is impacted by non-monetary rewards in the manufacturing sector in the textile industries.

2.4. The main research gap

In spite of the importance of talent retention in organizations, gaps remain open for continuous research to establish the impact of non-monetary rewards in the manufacturing sector (Boris, 2019).In Zimbabwe various studies were carried out to establish the context of non-monetary rewards, and its impact on retention of talented employees, but limitations and gaps remained open for the textile industry in Harare. Empirical literature established that few studies that have been conducted on talent retention in Zimbabwe either focused on one sector, one group of employees or one aspect of motivation, but the aspect of non-monetary rewards remained contestable ((Mudimu, 2013); Mutambara and Mutetwa,2020; Nkala, 2021; Nkala,2021; Mudimu 2022). As a result, we still lack a good understanding of impact of non-monetary rewards on talent retention in the textile industry in Harare.

STUDY DESIGN

The study applied the explanatory study design which allows a mixed approach of combining quantitative and qualitative data sets to be analyzed sequentially in a single study (Bryman, 2012). Quantitative data sets captured through questionnaires to 80 participants from the textile companies in Harare on non-monetary rewards were analyzed to establish results, and follow-up data sets using the qualitative approach were also applied to establish comprehensives of the study results (Creswell, 2020). The strength of this design is based on the innovation to apply a combination of quantitative and qualitative techniques in a single study sequentially (Mixed method) ((Saunders, 2016). The weaknesses of quantitative techniques to explain behavioural notions of influence of non-monetary rewards on retention of talented employees in the textile industry were covered by qualitative methods in the study and vice-versa.

Techniques and procedures

The study used a mixture of inferential statistics and thematic analysis in a sequential manner to establish the impact of non-monetary rewards on talent retention in the textile industry. Follow-up themes derived from quantitative datasets were developed to establish inferences that were comprehensive(Chikwira, 2022). Data collected through questionnaires and interviews from textile companies was used to measure impact of non-monetary rewards in talent retention in the textile industry in Harare. Quantitative results focused on the following study hypotheses:

- i. **H₀₁**: There is no relationship between observation of employee achievements as a non-monetary reward and retention of talented employees in the textile industries in Harare.
- ii. **H₀₂**: There is no relationship between employee promotions as a non-monetary reward and retention of talented employees in the textile industries in Harare.
- iii. **H₀₃**: There is no relationship between employee praises as a non-monetary reward and retention of talented employees in the textile industries in Harare.

- iv. **H₀₄**: There is no relationship between employee recognition as a non-monetary reward and retention of talented employees in the textile industries in Harare.

STUDY RESULTS

Hypothesis One

H₀₁: Appraisals on employee achievements do not have impact on retention of talented employees in the textile industries in Harare.

The ANOVA results for hypothesis one shows the following outcomes presented in table below:

Table 4.1 Determining influence of Employee achievements on talent retention (ANOVA)

Model	Sum of squares	Df.	Mean Squares	F	Sig.
Regression	20.964	1			
1 Residual	24.505	276	20.964	250.054	0.000 ^b
Total	55.469	277	0.156		

1. **Dependent Variable:** Talent retention in the Textile Industry
2. **Predictors:** (Constant) Determining Employee achievements

A one-way independent sample ANOVA test was conducted to determine whether a non-monetary reward involving observation of employee achievements was statistically related to employee talent retention in the textile industry. The results of the Analysis of Variance (ANOVA) for regression coefficient shown in the table above revealed that $F(1,277) = 250.054, p < 0.001$.

- **Reject the Null hypothesis**
- **Accept the Alternative hypothesis: H_{a1}**: There is a significant relationship between employee achievements and employee talent retention in the textile industry.

Hypothesis Two

H₀₂: There is no relationship between employee promotions as a non-monetary reward and retention of talented employees in the textile industries in Harare.

The ANOVA results for hypothesis one shows the following outcomes presented in table below:

Table 4.2 Determining influence of employee promotions on talent retention (ANOVA)

Model	Sum of squares	Df	Mean Squares	F	Sig.
Regression	30.540	1			
1 Residual	28;420	269	21.064	231.432	0.000 ^b
Total	58.960	270	0.401		

1. **Dependent Variable:** Talent retention in the Textile Industry

2. Predictors: (Constant) Determining Employee praises

A one-way independent sample ANOVA test was conducted to determine whether employee promotion as a non-monetary reward was statistically related to employee talent retention in the textile industry. The results of the Analysis of Variance (ANOVA) for regression coefficient shown in the table above revealed that $F(1,270) = 231.432$ $p < 0.001$.

- **Reject the Null hypothesis**
- **Accept the Alternative hypothesis: H_{a2} :** There is a significant relationship between Employee promotions and employee talent retention in the textile industry.

Hypothesis Three

H_{03} : There is no relationship between employee praises as a non-monetary reward and retention of talented employees in the textile industries in Harare.

The ANOVA results for hypothesis one shows the following outcomes presented in table below:

Table 4.3 Determining Employee praises on employee talent retention (ANOVA)

Model	Sum of squares	Df	Mean Squares	F	Sig.
Regression	23.550	1			
1 Residual	70.828	270	13.570	23.550	0.000 ^b
Total	94.378	271	0.250		

1. **Dependent Variable:** Talent Retention in the Textile Industry
2. **Predictors:** (Constant) Determining Employee Praises

A one-way independent sample ANOVA test was conducted to determine whether the employee praises were statistically related to employee talent retention in the textile industry. The results of the Analysis of Variance (ANOVA) for regression coefficient shown in the table above revealed that $F(1,270) = 23.550$, $p < 0.001$.

- **Reject the Null hypothesis**
- **Accept the Alternative hypothesis: H_{a3} :** There is a significant relationship between Employee praises and employee talent retention in the textile industry.

Hypothesis Four

H_{04} : There is no relationship between employee recognition as a non-monetary reward and retention of talented employees in the textile industries in Harare.

The ANOVA results for hypothesis four shows the following outcomes presented in table below:

Table 4.4 Determining employee recognition on talent retention (ANOVA)

Model	Sum of squares	Df	Mean Squares	F	Sig.
Regression	20.207	1	10.107	20.207	0.000 ^b

1 Residual	64.405	260	0.261		
Total	84.613	271			

1. **Dependent Variable:** Employee Retention in the Textile Industry
2. **Predictors:** (Constant) Determining Employee recognition

A one-way independent sample ANOVA test was conducted to determine whether the recognition was statistically related to employee talent retention in the textile industry. The results of the Analysis of Variance (ANOVA) for regression coefficient shown in the table above revealed that $F(1,271) = 20.207$ $p < 0.001$.

- **Reject the Null hypothesis**
- **Accept the Alternative hypothesis: H_{a1} :** There is a significant relationship between employee recognition and employee talent retention in the textile industry.

Qualitative results

In this study, qualitative interviews were used to obtain the various perspectives on influence of non-monetary rewards on retention of employees in the textile industry. The data collected was analyzed following a three stage procedure a detailed in Creswell (2017) which involves: transcribing the analysis data, reducing the data into themes through coding and representing the data. The study targeted to answer the following questions:

A question was posed to respondents on the importance of non-monetary rewards (Employee achievements, employee promotions, employee praise, and employee recognition) on employee talent retention in the textile industry in Harare. The themes that resulted from this question are presented in the table below:

Open Coding	Axial Coding	Selective Themes
1.Employee attachment		
2.Commitment		
3.Contribution to quality service		
4.Envelopment		
5.Employee trust	1.Employee attachment	
6.Motivation	2.Commitment	
7.Satisfaction	3.Contribution to quality service	1.High employee commitment
8.Employee support	4.Motivation	2.High employee attachment to the organization
9.Team players	5.Employee trust	3.Employee motivation
10.Inner-feeling	6.Motivation	4.Employee trust
11.Quality service	7.Satisfaction	
12.Team focus	8.Employee support	
13.Facilitate positive change	9.Team players	
14.Quality decisions	10.Inner-feeling	
15.Facilitates change	11.Quality service	

16.Loyaty		
17.Minimum resistance		
18.Norm guided		
19.Company focused		
20.Group support		
21.Team spirit		

The analysis of the interview report on influence of non-monetary reward on talent retention practices through open coding established twenty-one (21) themes which through axial coding were reduced to eleven themes. These themes were further reduced to four main themes as shown in the table above. The respondents felt that the most relevant non-monetary reward practices in the context of employee talent retention in the textile industry were; high employee commitment, employee attachment to the organization, employee motivation, and employee trust of the management. The study results established a relationship of non-monetary rewards with employee retention in the textile industry in Harare, Zimbabwe. This result was consistent with the views shared by Nkala (2021) who highlighted that talent retention is achieved through incentives that are tangible. The leadership of organizations should be able to motivate skilled personnel to enjoy staying with the organization for a long period(Robbins, 2019). The leadership with the capacity to motivate employees will be able to retain skilled personnel (Almohtaseb, 2020),and managers who lag behind often fail to attract committed followers. On the whole, the study results established the significant importance of non-monetary rewards on talent retention in the Textile industry in Harare.

CONCLUSIONS AND RECOMMENDATIONS

The study conclusion was that deployment of non-monetary rewards was an important step towards retention of skilled personnel in the textile industry. The study concludes that components of non-monetary rewards (Employee achievements, employee promotions, employee praise, and employee recognition) had a positive and significant relationship with retention of talented employees in the textile industry. It is therefore against this background that all the null hypotheses were rejected. In light of the main study conclusions, the main study recommendation was that the management in the textile industry may need to consider an increase in non-monetary rewards to retain talented staff. This can be achieved creation of a reward policy whose focus targets employee achievements, recognition of high performance, promotion of employees that are performing well such that they become involved in more challenging activities, and an increase in autonomy to motivate high performance. The human resources department should identify employees with skill, self-motivated, team focused, and visionary among other critical components and pick them for promotional posts to enhance performance of the textile companies. Employees who have achieved outstanding results should be offered certificates of recognition plus a monetary incentive to support the reward.

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