Exploring Talent Management Processes and Talent Retention within the Western Cape Department of the Premier (DotP)

by

Biondi Neil Barties

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Supervisor: Mrs. Ashlene Van der Berg-Ross

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DECLARATION

By submitting this thesis electronically, I declare that the entirety of the work contained therein is my own, original work, that I am the sole author thereof, that reproduction and publication thereof by Stellenbosch University will not infringe any third-party rights and that I have not previously in its entirety or in part submitted it for obtaining any qualification.

Date: December 2020
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ABSTRACT

A critical success factor and essential value-creating resource, which is an imperative internal resource for every single organisation is talent (high-potential individuals). The number of organisations embracing the concept of talent management (TM) has increased exponentially, which can be attributed to the fact that an organisation can grow and gain a sustainable advantage in the long term through the successful implementation of a TM programme. TM ensures that talented individuals with special skills are situated in the correct positions. Using individual talent effectively can be beneficial, enhancing operational efficiency as well as performance, subsequently contributing to an enhanced image and culture for the organisation.

There are various reasons talented employees decide to leave one organisation for another, and TM, in the form of opportunities for development, as well as upskilling and utilising those skills together with career opportunities, is central to the decision by individuals to stay. Human resources (HR) and TM practitioners worldwide are confronted with the issue of employee turnover. To effectively manage this turnover and improve talent retention it is pertinent for management to know the factors that impact TM, talent development and retention within the organisation.

The basic emphasis of this study is the exploration of TM processes and talent retention within one specific public sector organisation, namely the Western Cape Department of the Premier (DotP). This research is qualitative as well as quantitative in nature. The researcher employed an exploratory approach, thus gathering the pertinent data by means of interviews and a questionnaire. In the course of the venture the researcher consulted and analysed numerous government policies (which includes departmental standard operating procedures [SOPs]), books, journal articles with additional internal departmental documents. The study essentially used a combination of primary and secondary data.

The following key TM dimensions were mapped out by the study:

- Talent planning;
- Talent acquisition;
- Training and development;
- Performance management;
- Succession planning; and
- Talent retention.
The outcomes demonstrate that DotP to a large extent applies the principles underlying TM within their organisation. However, issues exist, and proposals are made in this regard. The analysis reveals that employees within DotP regard talent planning, the acquisition of talent, training and development of individual talent, and performance management as imperative for staff retention.

They also reveal that the Department’s succession planning efforts are inadequate and hinder successful implementation of a TM programme. In order for DotP to realise its vision and achieve sustainable business results it is essential to employ a more consistent and integrated TM process and retain high-potential individuals.
OPSOMMING

'n Kritieke suksesfaktor en noodsaaklike waarde skeppende hulpbron, sowel as een van die belangrikste interne hulpbronne vir enige organisasie is sy talent (hoë-potensiaal individue). Die aantal organisasies wat die konsep van talent bestuur aanvaar het eksponensieel toegeneem, dit kan dus toegeskryf word aan die feit dat 'n organisasie 'n volhoubare mededingende voordeel kan kry in die lang termyn deur die suksesvolle implementering van 'n talent bestuur program. Talent bestuur verseker dat talentvolle individue met spesiale vaardighede is in die korrekte posisies. Die effektiewe gebruik van individuele talent kan konstruktief bydra tot beter funksionering en prestasie, die beeld en kultuur van 'n organisasie.

Daar is verskeie redes hoewel talentvolle werknemers besluit om een organisasie te verlaat vir 'n ander, en talent bestuur, in die vorm van geleenthede vir ontwikkeling, asook opgradering en die gebruik maak van die vaardighede saam met loopbaangeleenthede, staan sentraal tot die besluit deur individue om te bly. Menslike hulpbronne en talent bestuur praktisyns wereldwyd word gekonfronteer met die probleem van personeelomset. Om ten einde hierdie probleem van personeelomset en talentbehoud effektief aan te spreek is dit belangrik vir die bestuur van die organisasie om die faktore wat talent bestuur affekteer, asook talent ontwikkeling en talentbehoud binne die organisasie te leer ken.

Die basiese klem van hierdie studie is die verkenning van talentbestuur prosesse en die invloed daarvan op talentbehoud binne 'n spesifieke openbare sektor organisasie, naamlik die Wes-Kaapse Departement van die Premier (DvdP). Hierdie navorsing is beide kwalitatiewe en kwantitatiewe van aard. Die navorser het 'gebruik gemaak van 'n verkennende benadering, met behulp van 'n vraeelys en onderhoude om die kritiese navorsing data te verkry. Deur die loop van die studie het die navorser tydskrifartikels, regeringsbeleid (dws departemente beleide soos standaard operasionele prosedures [SOP's]), boeke, sowel as ander departementele dokumente geraadpleeg en ontleed. Die studie in gebruik 'n kombinasie van primêre en sekondêre data.

Die volgende belangrike talent bestuur dimensies is uit gekarteer deur die studie:

- Talent beplanning;
- Verkryging,
- Opleiding en ontwikkeling;
- Prestasiebestuur,
Die uitslag demonstreer dat DvdP, tot 'n groot mate, die beginsels onderliggend aan talent bestuur binne hul organisasie toepas. Nietemin, kwessies bestaan, en voorstelle is gemaak in hierdie verband. Die ontleiding toon dat werknemers binne DvdP talent beplanning, talent verkryging, talent opleiding en ontwikkeling, en prestasiebestuur as noodsaaklik beskou vir die behoud van personeel. Hulle openbaar ook dat die Departement se opvolgbeplanning pogings onvoldoende is en dat dit suksesvolle implementering van 'n talent bestuur program verhinder. Vir die DvdP om sy visie te verwesenlik en volhoubare resultate te bereik is dit noodsaaklik om 'n meer konsekweente en geïntegreerde talent bestuur proses in diens te neem en hoë-potensiaal individue te behou.
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LIST OF ACRONYMS AND ABBREVIATIONS

APP  Annual Performance Plan
BCEA  Basic Conditions of Employment Act
DDG  Deputy Director-General
DG  Director-General
DotP  Department of the Premier
DPSA  Department of Public Service Administration
EEA  Employment Equity Act
HR  Human Resources
HRD  Human Resource Development
HRM  Human Resource Management
ICT  Information and Communication Technology
LRA  Labour Relations Act
MTEF  Medium-Term Expenditure Framework
PSGs  Provincial Strategic Goals
SDA  Skills Development Act
SOP  Standard Operating Procedure
TM  Talent Management
WCG  Western Cape Government
CHAPTER 1: INTRODUCTION

1.1 BACKGROUND AND OVERVIEW OF THE RESEARCH

Governments continuously try to acquire, develop and retain their pool of talented employees. The intense competition from the better paying private sector is a real challenge for the entire public sector. Once government cannot acquire and retain competent people it amplifies and even adds to the endless series of frail, ineffective governance. This is the motivation behind this venture of exploring talent management (TM) processes and their effect on talent retention, along with how effectively TM processes can help organisations retain employees and find solutions to issues of turnover. This study focuses on the example of the Western Cape Department of the Premier (DotP).

The practice of TM was developed back in the 1990s in response to the prevailing need for organisations to be more assertive and competitive, and vie against other organisations for talent (Aluvala, 2017:89). Talented workers are an exceptionally scarce resource and much effort is exerted by organisations to attract and keep hold of talented individuals, hence McKinsey and Company’s coining of the phrase ‘war for talent’ back in the year 1997 (Harvey, 2014:65). From that time TM has expanded and advanced subsequently coming to mean and encompass a large number of considerations. TM has developed in subsequent years alongside ever-expanding obligations as well as the refinement and evolution of the human resources (HR) profession with organisations now integrating TM into its the objectives and strategic plans. As per Rabbi (2015:209), talent-based theory accentuates that attracting individual talent and retaining that talent ought to be the emphasised, as talent is an imperative source behind gaining and maintaining optimal performance and a competitive edge.

The evolution of TM yielded a shift from being a predominantly authoritative process to an institutionalised organisational process with intensified emphasis on strategically driven outcomes. Aluvala (2017:89) presents that organisations neglect to invest into the development and retention of individual talent sufficiently, despite the immense effort to attract talented individuals. It is of utmost importance that quality service is provided by government departments, i.e. the DotP, and a distinct way of accomplishing this goal is to recognise talented employees in order to effectively manage these employees.
There is great demand for talented employees and there is great rivalry for their services, leading organisations to face the challenge of continuing to remain competitive by describing what talent is, acquiring, shaping (through training and development) and retaining talented individuals (Cheese, Thomas & Craig, 2008:13). However, organisations face a number of challenges that may potentially impede an organisation from operating and performing optimally when it comes to TM, one of which is financial constraints.

1.2 RESEARCH PROBLEM AND OBJECTIVES

1.2.1 Problem Statement

Institutions within the South African public sector have been struggling with the issue of retaining skilled and talented individuals, especially to the private sector who offer better salaries and benefits (Ogony & Majola, 2018:77). Ogony and Majola (2018:77) state that poor TM practices within the public sector contribute to high employee turnover rates, which in turn may impact the public sector’s ability to effectively deliver on its authorised mandate. Erasmus, Loedolff, Mda and Nel (2013:301) state the citizen wealth, public value and unremitting wave of inward investment in human resources are among the paramount challenges confronting countries worldwide. Authors, McCracken, Currie and Harrison (2016:2727), state that TM “has become a critical consideration for organisations in the increasingly uncertain and competitive business environment”.

The capacity of government to effectively and efficiently deliver on its distinct mandate is negatively affected by ineffective TM practices, consequently causing higher employee turnover rates than envisioned. The effect of this is that public servants are more inclined look for opportunities outside of government, subsequently transitioning to either self-employment or taking up opportunities within the private sector. In essence, it is imperative that TM processes be progressively more strategic and broad-based than it was previously. Grobler, Bothma, Brewster, Carey, Holland and Wärnich (2012:155) explain that it is essential for TM processes to integrate aspects such as talent planning initiatives, talent acquisition endeavours, talent training, learning and development, performance management as well as succession planning to nurture and retain talented individuals.
Concerns surrounding the quality and capacity of leaders, both current and future, gave rise to calls for more emphasis on TM. The dearth of talent could affect operational effectiveness and derail economic prosperity. Organisations also face challenges of enhancing job satisfaction to stay competitive. People are basically the backbone of an organisation, its most central asset, which is why it is imperative that individuals are developed and placed in positions that provide more satisfaction towards their work. The importance of TM in government institutions is thus to ensure that these institutions are future oriented, with the right skills to retain talent, and develop and compete in a future that is becoming more and more capricious. It is essential that organisations become better placed to meet challenges with regards to TM and the retention of individual talent.

A growing concern for every organisation, especially its HR and TM Specialists, is the retention of key talent (Society for Human Resource Management, 2017). The reality is that it is efficient and more cost-effective for any organisation to keep hold of its talented individuals than recruiting and training newly employed individuals of comparable capacity (i.e. talent). Securing the services of its talented individuals is also becoming increasingly complex. There is a substantial amount of evidence attesting to the daunting TM issues organisations experience (Society for Human Resource Management, 2017). There is a perceptible challenge with achieving an efficacious conversion of the input made to the TM process, once measured up, with acceptable and anticipated outputs as also observed by talent (Stahl, Björkman, Farndale, Morris, Paauwe, Stiles & Wright, 2012:29).

The DotP has a TM strategy that is not rigorously followed. This TM strategy was formulated to facilitate and ensure there is a consistent pool of talented individuals available. In addition, DotP’s current TM strategy also strives to minimise gaps that predominantly stem from business demands and the exodus of talent. Nonetheless, the existing context do not reflect the efforts exerted by DotP into its TM process; instead, the subsequent challenges are apparent in the Department: dearth of a healthy internal talent pool; and the lack of strategy in terms of succession planning to successfully deploy, grow and retain core, critical and scarce skills and enhance leadership capacity (Burkus & Osula, 2011:2). It is imperative to constantly review the organisation’s strategy, TM and other related processes, as well as leadership culture in order to remain relevant and competitive (Burkus & Osula, 2011:4).
1.2.2 Research Objectives

The research objectives formulated for this study are to:

1. Explore the concept of TM, subsequently contextualise the importance of TM;
2. Explore factors imperative for retaining talent;
3. Explore the legislative and regulatory framework pertaining to employment and labour relations that influence TM in the Public Service;
4. Determine whether DotP has a TM strategic orientation;
5. Explore and evaluate the perceptions of employees at DotP regarding TM; and
6. Provide recommendations based on the findings of this study to enhance TM within DotP.

1.3 RESEARCH DESIGN AND METHODOLOGY

The envisioned study is primarily exploratory in purpose. This study is to explore TM, DotP’s current use of TM processes and highlights its positive and negative effect on talent retention. The research design, as delineated by Mouton (2001:55), is basically “the blueprint of how the researcher plans to conduct the proposed research”. Ghauri and Gronhaug (2010:54) emphasise that a “research design should be effective in producing the wanted information within the constraints put on the researcher”. These authors explain that the research design is effectively focused the logic, grounds and end product of the intended research.

The literature review represents the empirical data and was utilised to delineate talent and TM. The numerical data presented is all the data collected from the questionnaire which was analysed to present pertinent findings. The purpose of the questionnaire was to test the views of current DotP employees regarding the Department’s internal TM process. The questionnaire was selected because of the simplicity in administration, scoring of items and analysis. In this research design, low to medium control was managed. The unit of analysis in this research venture is the Western Cape DotP. The administered questionnaire target all employees (1 056 in total) in the DotP, with the semi-structured interviews administered to three senior managers, encompassing the Deputy Director-General: People Management, Chief Director: People Management Practices and Chief Director: People Training and Empowerment. The two widely recognised approaches for research are qualitative and qualitative (Saunders, Lewis & Thornton, 2009:138).
The researcher employed both methods in this research, hence the selection of a questionnaire and semi-structured interviews employed as research instruments. Qualitative research offers the researcher the opportunity to increase and produce new knowledge of a specific phenomenon, in addition to this assess the viability of all prevailing practices (Leedy, 1993:134). On the other hand, quantitative research methods endeavour to examine if a theory is valid by measuring and elucidating results and outcomes scientifically (Creswell, 2014:64). Unsurprisingly, quantitative research is primarily centred on numbers, in contrast with qualitative research. The integration of these two methods can enhance evaluation and will provide the researcher with a greater understanding of TM. Different primary and secondary sources of data were employed for the research period. Primary sources employed to collect pertinent data encompassed a questionnaire and semi-structured interviews, that was administered to all employees of the DotP.

The questionnaire explored demographics and contained a Likert-scale type dimension whereby respondents made a selection from a number of possible responses, providing statistical results. Respondents were asked to choose the option which best suit their perception, ranging from five options (i.e. agree, neutral, disagree). Pilot testing took place to ensure appropriateness of the items in the research instrument (questionnaire) to the respondents, with the end goal of improving the reliability and validity of the instrument. Content validity was attained by assessing the face validity of the questionnaire through a series of discussions with management and experts in TM. Based on their response, a small number of questions were rephrased. The researcher used the test-retest method to establish reliability of the questionnaire. The administration of the questionnaire was done through the Department’s personal e-mail system and were distributed to all employees from the various Directorates, which were 1056 in total. Approximately 350 individuals completed the questionnaire. Descriptive analysis was the main form of analysis through frequencies and percentages utilised.
The intention of the questionnaire was to establish how the Department’s employees perceive its TM policies and practices, and the views of these employees as to what improvements are needed for a more effective TM process within the DotP. The benefits of using questionnaires is that they are a reasonably inexpensive means to collect data and are also not too time consuming. Data can also be acquired from a large target population and they ordinarily carry high degrees of anonymity.

The sampling technique ideally suited for the qualitative research method (semi-structured interviews) decided on is purposive (non-probability) sampling. The size of the sample for the interviews was three (3) individuals within senior management, purposively identified and selected in the DotP given that these individuals are responsible for various facets of TM (i.e. people management). This aided a discussion about an array of ideas pertinent to the research topic. The rationale behind this was that these individuals are experts in the field of TM with a wealth of knowledge. Consequently, these individuals possess exceptional capacity to share valuable information (ideas) pertinent to the research topic and contribute exponentially to the body of knowledge. The motivation behind interviews to accumulate the pertinent data and information required was substantiated by the research technique’s ability to interrogate and acquire constructive views from a diverse range of respondents (Gay, 1996:368). Participants in the research were able to communicate individual views providing descriptive answers concerning TM so that the researcher could acquire sufficient and comprehensive information. For the purpose of analysis and future reference all interviews were documented.

A variety of government documentation (i.e. policies), books as well as journals served as secondary sources. The entire set of data was comprehensively analysed and interpreted in accordance with appropriate research methods and procedures. The design and methodology pertaining to this research will be delineated in greater detail in Chapter 5.
1.4 IMPORTANCE OF THE STUDY

This research results will be beneficial for DotP as it will bring the opportunity to enhance internal policies and guidelines with a specific end goal to yield programmes that will constructively impact workers, as a result lead to enhanced retention of individual talent.

DotP will subsequently gain enhanced capacity to strategise how to effectively utilise its talented individuals, thus enabling it to achieve its objectives. The newly acquired knowledge can potentially be employed in other government institutions to establish the most effective way to manage and put people’s talents to use for institutions to attain operational effectiveness as well as organisational and financial success.

Subsequently, the research may enhance public policy issues, which is a one of the key motivating factors the researcher aspired to commence with this research. It may potentially succour government institutions in enhancing its training strategies and policy formulation that enable these institutions to provide effective TM workshops to employees. The exploration will enhance the existing knowledge on TM and talent retention, adding recent knowledge hence considerable value.

1.5 RESEARCH STRUCTURE

The exploration was set out as follows:

Chapter 1 provides an introduction to the study, outlining details pertaining to the research idea and encompass a synopsis of the background, problem statement, objectives and what the main aim of this exploration is. It expounds on the theoretical framework, importance of the research venture, methodology and design followed in this research. Summarised within this segment is the research methodology and design as well as the data-collection measures that will be employed to acquire the pertinent data and information.

Chapter 2 broadly encompasses a review exploring the significant literature pertaining to TM and talent retention. The foundation is predominantly academic literature, nevertheless other non-academic sources are also utilised to ensure a more enriched understanding of the context,
prevailing conditions and circumstances. Talent, the retention of individual talent and subject of TM are the theoretical points from which the literature review commences.

**Chapter 3** encompasses several pertinent legislations (i.e. policies) influencing TM processes.

**Chapter 4** focusses on the unit of analysis: The Western Cape Department of the Premier.

**Chapter 5** methodically discuss the research design and methodology.

**Chapter 6** details the findings and results of the exploration, together with the analysis of the results from the interviews and questionnaire conducted with the employees of the DotP.

**Chapter 7** discusses recommendations and bring the research to a close.
CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

TM is found to be important for organisations because of the advent of the modern economy, new generations becoming part of organisations’ human resources and the need for organisations to be more strategic and competitive, which implies new ways of managing resources (i.e. human resources). Effective TM and issues on the subject of talent retention in organisations have been a topic of great interest for over two decades (Cascio & Boudreau, 2016:103). The concept of ‘talent’ is at the centre of TM. The reason for this is because talent can contribute increased value to an organisation and organisational performance can be maximised with talent as a key resource. In spite of extensive research on the idea of talent, the description and identification of talent is not that straightforward and there remains considerable differences on how this concept is defined within different industries and organisations (Cascio & Boudreau, 2016:103). The shortage of talent is another associated theme within this area that has been recognised and has brought about the phrase ‘war for talent’ as presented by the consultancy agency, McKinsey, and popularised by Michaels, Handfield-Jones and Axelrod (2001:7). The expression ‘war for talent’ emerged because of a deficiency in talented employees in the work environment with organisations contending for this resource (talent) that is in short supply.

This chapter will review recent literature pertaining to TM and employee retention. It will also examine the concept along with definitions of talent and TM. With the competitive nature and complexity of the environment it is imperative that organisations retain as much of its talented individuals in order to prevail and achieve success under demanding circumstances. With talent being as mobile it has become necessary for organisations to effectively manage and retain their talented individuals, considering the huge economic impact if the organisation is unsuccessful in retaining these individuals, losing talent essentially means losing knowledge.

Currently the economy is clouded by a more convoluted and dynamic atmosphere, organisations need to strategise and establish how to be competitive and accomplish sustainable progress. Developing and managing talented employees has become a challenging area for HR managers (Farndale, Scullion & Sparrow, 2010:164), with practitioners and academics looking to fully understand the challenges and seek out practical solutions to these challenges (Sparrow, Hird &
Balain, 2011). Globalisation, demographic changes and a short supply of talent are grounds for the focus on this subject matter. Government departments are not free from these challenges. Consequently, the need for effective TM approaches that have a positive impact on the development and retention of those talented individuals has grown exponentially. In addition, the cornerstone of finding answers to several challenges is the understanding of exactly how the notion of ‘talent’ is defined and fits within the Department of the Premier. TM, in conjunction with issues pertaining to TM and talent retention is comprehensively explored and reviewed in the following section.

2.2 TALENT MANAGEMENT

2.2.1 Talent and TM

Before reviewing TM, it is imperative to first explore and comprehend the notion of talent. Talent is one of the facets of human capabilities. The definitions and conceptualisation of the word ‘talent’ need to be clearly understood as they are key to an organisation’s performance and success (Gallardo-Gallardo, Thunnissen & Scullion, 2020:458). Many researchers have defined talent in various different ways. Talent is an array of unique capabilities possessed by people. Talent is seen as a unique resource, central to achieving sustained competitive advantage, and organisations use TM to capture, leverage and protect this resource (Gallardo-Gallardo, et al., 2020:458). Gallardo-Gallardo, et al (2020:458) further contend that people’s understanding of the concept of ‘talent’ differs at times, as does that of organisations. There are two sorts of talent to be found within organisations, namely unidimensional and multidimensional. The two types have a similar goal, though differing perspectives.

![Figure 2-1: Types of talent](Source: Simonton (2001:39))
2.2.1.1 Unidimensional talent

In organisations some individuals are viewed as being the best in a specific skill and capability. For example, some individuals might be best in administration while others are best in their particular function. When people have a single talent in a specific field, it is called unidimensional talent (Simonton, 2001:39).

2.2.1.2 Multidimensional talent

In other cases, some individuals are adept in diverse skills and capabilities (Simonton, 2001:40). For instance, an individual may be good in accounting as well as administration. An employee like this is said to have multidimensional talent. Multidimensional talent is what most, if not all, organisations want. Each organisation tries to retain employees with multidimensional talent as they demonstrate exceptional ability and prove extremely valuable in bridging the gap between organisational goals and objectives. Talent, which according to Grobler, et al. (2012:156) is a person’s overall capabilities (i.e. inherent skills, knowledge, motivation) and overall capacity to learn and develop is an organisation’s central factor of production. Nijs, Gallardo-Gallardo, Dries and Sels (2014a:182) define talent as:

Systematically developed innate abilities of individuals that are deployed in activities [individuals] like, find important, and in which [these individuals] want to invest energy. It enables individuals to perform excellently in one or more domains of human functioning, operationalised as performing better than other individuals of the same age or experience, or as performing consistently at their personal best.

Talented individuals are characterised on the basis of various attributes such as skills, competencies, experience, knowledge and the ability to learn and grow within the organisation (Thunnissen and Buttiens, 2017:392). Evidently, talent is something remarkably unique and special. Furthermore, its supply is insufficient and exceedingly difficult to emulate hence it being a fundamental basis when it comes to competition (Thunnissen & Buttiens, 2017:392).
Organisations in possession of the best talent can facilitate and consolidate its resources to the benefit of the organisation. Organisations need to develop personnel in areas that will be beneficial to the organisation, at the same time also offer opportunities and create the right atmosphere (culture) within which employees can live out individual potential.

TM, in general, is concerned with the management of talented individuals and how this can be done most effectively (Powell & Lubitsh, 2012:25; Khilji & Schuler, 2017:400). Bethke-Langenegger, Mahler and Staffelbach (2011:527) describe TM processes to be those activities, namely talent planning, talent acquisition, talent training and development, performance management succession planning and talent retention employed with the aim to support the business strategy. It is also a strategic tool for attaining and improving organisational success and surviving change as well as the competitive nature of the global market. “[TM] is essentially about making informed choices as to where to invest time, effort and money in driving organisational outcomes. It is also about having the right people intellect, how the organisation is performing in relation to the various talent and risk management processes” (Powell & Lubitsh, 2012:25).

Kurgat (2016:4) portrays TM as a constant process, a business strategy, an organisation uses to ensure it has the quantity and quality of people in place to meet its business priorities. This process encompasses the development of advanced mechanisms to acquire, grow, retain and equip those individuals with the required competencies and capacity to accomplish present as well as future business objectives. In a competitive perspective, TM is focused on determining the strengths and weaknesses of employees and developing strategies to successfully compete with rivals. In a development perspective, the focus is on individual growth. Hence, putting the right person with the right skills where the individual grow and help the organisation to grow. In the perspective of change, employees use their means to bring change in the organisation (Wolor, Khairunnisa & Purwana, 2020:1244).

The motivation for concentrating on TM is the fact that it is fundamental practice when it comes to managing talent and attaining organisational goals. Today’s fast-paced environment, coupled with the ever-growing challenge of a fast-changing workforce, requires a well-planned, rigorous approach to TM (Kurgat, 2016:1). Minbaeva and Collings (2013:1765) argue that TM today is probably one of the most difficult and challenging processes for the reason that organisations are not adequately primed to manage it.
TM is a conscious, deliberate approach undertaken to attract, develop and retain individuals with the aptitude and abilities to meet current and future organisational needs (Hongal & Kinange, 2020:65). For any organisation to effectively nurture individual talent the organisation firstly needs to identify the right individual. Subsequently, to develop an exceptional workforce the organisation needs to “develop that individual’s potential and retain their employment, securing and increasing the value these individuals add to the business” (Evans, 2015).

With the current competitive work environment TM is a drive for organisational success. TM focuses on business prospects and aims to bring out the potential of individuals and recognises the importance of retaining talented individuals in a competitive labour market (Kurgat, 2016:1). It is imperative that organisations react to and withstand the difficulties of the talent crisis through the creation of an effective TM strategy, for example through recognising those key talented individuals in the organisation, developing and building up the present workforce’s skills and keeping hold of highly talented individuals by shielding these individuals from competitors. People have different motivations, desires and aspirations in terms of their careers. Talented employees are driven, self-motivated and ambitious, which presents the challenge of maintaining high job satisfaction, engagement and retention (Collins, 2014:146; Festing & Schäfer, 2014:263).

Thunnissen and Buttiens (2017:398) state that talented employees are not easy to manage, these individuals are high performers and form part of a demanding group which needs the right stimuli and motivation to exploit their potential. It is great to have talented and high-performing employees, however these individuals are also generally very ambitious and attractive to other organisations. Consequently, if talented employees are not managed in the right way these individuals may decide to leave. On the other hand, if the organisation manage talented employees well, there are huge gains to be had (Moza, Ogolla & Mureithi, 2020:104). The aim of talent management within the public sector is to provide pools of public servants with outstanding characteristics to serve the public and stakeholders, with the organisation subsequently sustaining a competitive advantage in the long run ((Munzhedzi, 2017:2).
2.2.3 TALENT MANAGEMENT PROCESS

The diagram below (figure 2.2) illustrates the different components involved in TM.

![TALENT MANAGEMENT Process Diagram]

Figure 2.2: Talent Management process  
Source: Adapted from King and Vaiman (2019:200)

The six (6) segments delineated below will review and elucidate the TM process.

2.2.3.1 Talent planning

Talent planning, the first step in the TM process, is a critical link in an organisation’s talent supply chain. Talent planning allows an organisation to define its required capabilities and competencies at present and into the future. Talent planning means having a deep understanding of the organisation’s corporate goals as well as the competitive environment within which it operates (Vaiman, Sparrow, Schuler & Collings, 2018:27).
Essentially, effective talent planning requires a clear understanding of what talent is currently in place and what is required to be successful in the future. By matching future demand to current supply, organisations can effectively identify their hiring needs and use these projections to inform their sourcing efforts (Moza, et al., 2020:99). Organisations should consider their strategic direction and also ascertain which new positions or roles are required. Talent planning is imperative to any organisation’s success but seldom do these plans become implemented as they often end up low on the list of priorities. For talent planning to be effectively executed it must incorporate a tactical goal to attract individual talent with the appropriate capacity and knowledge to add value and help in attaining the operational goals.

According to Alabbas, Alshaboul and Daud (2020:57), the imbalances between work that needs to be performed and the availability of highly skilled and talented workers is something all organisations are encountering hence the design and implementation of distinct strategies to develop and retain their talented individuals. As stated by Cepin (2013:13), “TM, talent acquisition planning and strategy ensures business alignment, examines workforce plans, requires an understanding of the labour markets, and looks at global considerations”. This subsequently signifies why it is important for organisations to fully understand TM and how their TM strategies need to be aligned to their current practices and business strategies.

Organisations should assess what their needs are in terms of talent and only then can strategies and plans be formulated to address the needs identified. One way of doing this is to identify those positions that are key within the organisation and the competencies required to stimulate a sustainable competitive edge. TM plans must emphasise capacity building to position talented individuals for future opportunities in key (i.e. leadership) positions. An organisation’s TM processes can help it be proactive in its approach, thus addressing imminent changing needs and ensuring its talent base grows progressively. As a feature of business strategy planning, talent planning assumes an important role to position an organisation to capitalise on the effectiveness of talent and to obtain a competitive edge. The second aspect to the TM process, namely talent acquisition, is outlined below. Unfortunately, some government departments still view talent planning as a compliance exercise of completing forms and templates instead of a quality value adding process for the organisation (Moza, et al., 2020:100).
### 2.2.3.2 Talent acquisition

Talent acquisition, in conjunction with talent planning, is a critical link in an organisation’s talent supply chain. In the war for talent, organisational success depends on effective talent acquisition. Talent acquisition centres on sourcing, engaging and employing talent. Talent acquisition, according to Erickson (2012), is “a strategic approach to identifying, attracting and on boarding top talent to efficiently and effectively meet dynamic business needs”. Organisations must utilise a variety of tactics to attract and acquire individual talent that is the right fit.

An organisation’s talent pool should encompass a group of candidates with the capacity to drive the organisation towards improved performance. Then again, organisations need to take cognisance of and prioritise employment equity plans to promote the inclusion of employees from designated groups to build an inclusive and collaborative high-performance culture (Shikweni, Schurink & Van Wyk, 2019:6). The acquisition of talented people is crucial to increase and sustain the organisation’s performance. Bolander, Werr and Asplund (2017:1525) contend that organisations desire individuals who are flexible visionaries and display professional attributes such as creativity. Appointing and/or promoting the most suitable individuals will enable the organisation to spend less while accomplishing better outcomes (Bolander, et al., 2017:1525). This displays just how imperative it is to acquire the right talent who have the capacity to perform well and contribute to operational effectiveness and organisational success.

*Retaining top performers begins with hiring the right talent in the first place. Top performers will be strong contributors – employees who are valuable and organisations want to retain. Likewise, employees who are a good fit for the position and perform well will want to stay with the organization. During the talent acquisition process, organisations can identify potential top performers by analysing the needed skills, experience, and fit, and matching those to the talent profiles of external candidates (Oracle, 2012:4).*

An organisation’s HR department must employ a robust technique to source the required talent since it must compete with numerous other organisations also searching for talented individuals. In addition to this, being innovative and employing a range of non-traditional acquisition strategies may be valuable as organisations respond to the dearth of talented individuals in the industry.
The acquisition of the best individual talent will strengthen and essentially enhance operational effectiveness (organisational performance) which will, in turn, effect an increase in financial performance (King & Vaiman, 2019:196). Organisations must endeavour to build the capacity of relevant talent, through training and development initiatives, to demonstrate its commitment to establish a learning culture.

2.2.3.3 Talent training and development

Talent development is expressly focused on developing and improving employees’ skills as well as competencies to perform at their optimal level. In this business epoch, which is dynamic and competitive, talent development has become the foundation of success, if continuous learning does not take place it will be challenging for the organisation to gain and even sustain operational effectiveness (Erasmus, Naidoo & Joubert, 2017:84).

Therefore, talent development should be a component of human resource development (HRD). It is imperative for the organisation to have a strategy in place in terms of training and development to actively pursue international best practices. As per Erasmus, et al. (2017:85), training and development is in essence capacity building opportunities that allow individuals to acquire new skills and knowledge required to enhance individual performance. Organisations ought to constantly promote capacity building in order to empower and develop individuals, subsequently enabling those talented individuals to play a more active role in delivering quality services (Erasmus, et al., 2017:84). Training and development is basically a path by which organisations utilise methodical approaches to transform the competencies and behaviour of employees, helping the organisation achieve all its strategic goals and objectives (Madlabana, Mashabmba-Thompson & Petersen, 2020:2).

Van Niekerk, Tshilongamulenzhe, Diedericks and Rajaram (2013:99) affirm that “successful and growing organisations not only need to develop the talent capacity to deal with their business today, and the likely business shape of tomorrow, but organisations also need to develop capacity that will enable the business to tackle challenges that will develop in the future, but which are not yet apparent”. Organisations must ensure ample opportunities are provided to employees to develop and grow.
According to Madlabana et al. (2020:2), the best way for individuals to develop is to be placed in circumstances that require certain competencies these individuals currently do not possess, thus leveraging its internal talent. Capacity building can motivate individuals to exert more effort at work leading to increased productivity and also the achievement of organisational goals and objectives. It is crucial for organisations to be proactive and build a culture of learning and development, by offering the right combination of formal and informal on-the-job work-based learning, with heuristic development, mentoring and coaching all assuming crucial roles, adding immense value and contributing to a greater return of investment. King & Vaiman (2019:197) argue that capacity building (i.e. ongoing training and development) can be a contributing factor when it comes to the performance of employees and talent retention.

2.2.3.4 Performance management

The success of the public service in delivering its mandate, operational and development goals depend primarily on the efficiency and effectiveness with which public servants perform their duties (Munzhedzi, 2017:2). Once appointed, talented individuals are expected to perform at a high standard. Managing performance is therefore an essential human resource management (HRM) tool to ensure that employees know what is expected from them, supervisors and managers know whether employee’s performance is delivering the required objectives, issues regarding poor performance is identified and addressed, and outstanding performance is recognised and rewarded (Munzhedzi, 2017:2).

Performance management is an essential element in managing talent, it encompasses the clarification of performance standards, expectations and, equally importantly, the provision of tools for measuring performance (Almohtaseb, Shaheen, Alomari & Almahameed, 2020:14). Bolander, et al. (2017:1527) assert that performance management helps create a learning environment for employees so that individuals are aware of potential opportunities within the organisation. Vladescu (2012:357) states that senior leaders must never disregard performance management as it is firmly identified with TM. One of the underlying processes of performance management is performance assessment. The framework depends on evaluating and assessing employees’ performance against a pre-set performance standard.
Similarly, performance management is based on building essential relationships, identifying individual talent and strategising developmental preconditions to effectively execute mandated tasks (Kibui, Gachunga, & Namusonge, 2014:417; Vladascu, 2012:357). The argument by Almohtaseb et al. (2020:14) is that performance management must focus on discerning between individual performance and potential, in addition to the development of organisational talent.

Performance management should be an ongoing, interactive process that is designed to enhance employee capability and facilitate productivity. The employee and manager work together to establish personal goals that contribute to both the organisation’s objectives and the professional growth of the employee (HR Focus, 1998:10).

Erasmus, et al. (2017:94) emphasises that improper implementation of performance management may likely cause great strain on the organisation’s relations with its employees, leading to disengaged employees and lower employee morale. Makhuzeni and Barkhuizen (2015:4) performed research in numerous government institutions and found participants to be absolutely dissatisfied about performance management and how poorly it is applied within their organisations.

2.2.3.5 *Succession planning*

Succession planning, one of the key aspects in the TM process, is considerably important in the contemporary situation where competition and tight talent markets prevail. Bolander, et al. (2017:1529) characterises succession planning to be a dynamic process of methodically developing individual talent (i.e. leadership) through the identification and development of key employees to meet future operational needs and organisational strategy. Succession planning has been described as the endeavour to ascertain what the key positions within the organisation are, and subsequently strategising and planning capacity building endeavours to make sure competent individuals are available in its talent pool to fill existing core positions (Patidar, 2016:218; Varhegyi & Jepsen, 2017:108). Nevertheless, organisations still do not realise the full extent of the advantages of succession planning. Succession planning grows and develops talent by preparing identified individuals for more challenging positions with more responsibility higher up in the organisation. Through succession planning opportunities for promotion are created for internal staff.
Succession planning is a purposefully planned internal process that reduces possible gaps for key positions and affords ample opportunities for talented employees to further develop core skills needed for existing as well as future roles (Patidar, 2016:219). The argument made by Ritchie (2020:33) is that if an organisation can attract and keep hold of its talented employees, the organisation can effectively secure and share knowledge. Ritchie (2020:33) advise that coaching along with mentoring can be utilised to share valuable knowledge, in this way averting knowledge loss. Consequently, succession planning is considered an important HR strategy in retaining and developing talent by formally recognising and affording training opportunities to those employees who demonstrate potential to occupy key positions.

For organisations that do not understand and proactively strategise for continuous capacity building and succession planning, organisational planning and management can be a continuous struggle which is only seen as an administrative burden, a liability, as opposed to a competitive advantage (Varhegyi & Jepsen, 2017:109). Succession planning is one way through which an organisation can ensure meeting its future requirements for skilled individuals. It is imperative that succession planning and TM be integrated and not two detached sets of processes.

2.2.3.6 Talent Retention

Once talented people are attracted, acquired and developed the organisation’s retention efforts should be focused on these individuals. Organisations are increasingly recognising that the retention of talent is as important as employee attraction or any other part of the talent portfolio.

*Imagine your company has the right talent in pivotal roles at the right time. What difference will these people make to revenues, innovation and organisation effectiveness compared with having to operate without [this talent]? What is the cost of the lost opportunities – and the downtime and replacement costs – of losing critical talent? What are the consequences of having to make do with the wrong kind of leaders and managers in the top two executive layers – or of not having successors groomed and ready to replace [good leaders and managers] (Ashton & Morton, 2005:28).*

Kamalaveni, Ramesh and Vetrivel (2019:1) outlines the significance of having the right talent, essentially managing individual talent effectively to prevent these individuals being lost to other organisations who vie for such talent.
Nevertheless, managing talented employees carries numerous difficulties and issues such as increased competition and ever-changing markets because of globalisation. Attracting, developing and retaining talent is thus becoming more challenging than ever. The notable goal of TM is not simply to attract and acquire talent but to in actual fact also to ensure its retention within the organisation.

_Talent retention is critically important for all organisations for two main reasons: 1) turnover is expensive, 2) top performers drive business performance. Although estimated financial impacts from turnover fluctuate depending on industry, position and location, estimates range from 30 percent to 250 percent of annual salary. Turnover costs mount steeply, arising from the direct replacement costs of talent acquisition, the opportunity costs of vacant positions and time to productivity, and – more broadly – lost business performance (Oracle, 2012:1)._  

Evidently, if any organisation neglects to keep hold of its talented individual it will have dire consequences, for example becoming understaffed or it may potentially have a workforce that is less qualified and of insufficient capacity. This outlines how imperative it is to be proactive hence taking pre-emptive measures to boost talent retention initiatives.

Talent retention efforts will be more effective when aligned with other activities pertaining to people management, for instance TM and employee engagement. It is highly essential that organisations understand the real value of talented individuals and identify the reasons for searching or what they are expecting in the current job as this would help to retain talented employees (Kamalaveni, et al., 2019:2). Talent retention is a perplexing concept with no explicit formula to retain individual talent within an organisation (Kamalaveni, et al., 2019:2). There is a plethora of factors, i.e. development opportunities, job satisfaction, employee engagement, organisational commitment and motivational aspects, that can contribute to the retention of individual talent.
2.2.4 Correlation between Talent Management and Talent Retention

The retention of individual talent is a significant challenge for all organisations, considering that replacing talented personnel that voluntarily leave costs the business both directly and indirectly. Talent retention is the endeavour by the organisation to retain those talented employees with high potential to work in the business on a long-term basis, although certain turnovers are inevitable. Furthermore, each organisation grooms new recruits into proficient employees and subsequently wishes to retain them for a long time. According to McCracken, et al. (2016:2744), talent retention is the implementation of distinctive measures, with the goal that an individual stay and continues working for organisation for the maximum period desired. It encourages a good long-term relationship between management and employees representing the organisation.

One of the primary challenges confronting HR in the contemporary epoch is the retention of individual talent. According to Ibrahim and Daniel (2018:4250), “the [HR] department is tasked with reducing the number of employees leaving the company by improving key processes and conditions”. The retention of talented individuals is essential to the long-term well-being, operational effectiveness and success of an organisation. Those organisations with weak talent retention culture rarely develop as desired (Ibrahim & Daniel, 2018:4250). The imperative for organisations is to fully understand the causes that influence talented individuals to leave.

Church, Rotolo, Ginther and Levine (2015:22), Ibrahim and Daniel (2018:4250), Festing and Schäfer (2014:264), and Nijs, Gallardo-Gallardo, Dries and Sels (2014b:293) contend there is an unequivocal link between an organisation’s TM frameworks and its ability to retain talented employees. These researchers argue that retention programmes and TM initiatives affect all organisations worldwide. A case study was done by Lindholm (2013:105) which explored the impact of TM on the retention of talent by means of engaging talented workers in various organisations. Lindholm’s (2013) examination determined that TM has a considerable effect on the retention of talent. Oladapo (2014:20), Ibrahim and Daniel (2018:4252) also looked into the effect of TM on retention and discovered that talent retention is a central point in reducing turnover of talented employees. These authors infer that there is a definite influence of TM on acquiring, developing and retaining talent. TM and talent retention go hand in hand and cannot be isolated.
Retaining talented individuals is the priority of most, if not all, organisations as it is the key differentiator of HR management. Organisations should invest in their employees and develop them to perform at their best. The moment talented individuals are dissatisfied with certain organisational issues, such as internal policies, organisational politics and leadership, these individuals may possibly leave subsequently taking valuable skills and knowledge with (Griffeth and Hom, 2001:205). These issues happen when there is a lack of appropriate TM practices but can be countered.

2.2.5 Strategic Imperative of Talent Management

The increase in globalisation has brought about more competition, changes in organisations and pressure for efficiency. This directs organisations to take on a different perspective towards talent and ultimately places more emphasis on TM as with other essential business imperatives such as strategic plans or business initiatives, annual performance plans. TM plays a key role in the business strategy since it is a process through which the organisation manages its people – a fundamental resource. This is one of the reasons why organisations should endeavour to manage and shape employees effectively with the goal to further enhance their skills and competencies so as to retain talent.

With managing talent comes great responsibility, but also a plethora of opportunities to explore. According to Frank and Taylor (2004:34), one of the objectives of TM is to encourage and increase productivity by means of enhanced attraction, retention and deployment of talent. The TM strategy is superior as it centres around productivity, it is proactive and forward-looking, which implies that the organisation is constantly searching for talent together with opportunities to enhance the utilisation of that talent. Better talent can contribute to a better performing organisation that functions more effectively (Frank & Taylor, 2004:37). Consequently, for organisations to effectively execute their strategy they need highly engaged talent. By overcoming the significant issue of isolation in conventional recruiting, TM produces great outcomes. TM integrates the formerly independent functions encompassing workforce planning, recruiting and retention into a unified and seamless process.
TM is a standout amongst current key objectives of organisations. Phillips and Edwards (2009:18) advocate a systems approach with the process starting with the attraction of talent. Recruiting wars usually flare up once the skills and knowledge of critical talent become scarce.

In conclusion, TM essentially produces a pipeline of great individuals and an employee experience that plays a big role in retention along with real-life benefits for the organisation, for example in its operational environment. According to Morton, Ashton and Bellis (2005:67) it can add value, ensure that the talent base expands progressively and contribute immensely towards measurable outcomes such as strategy execution, competitive advantage, employee engagement and talent attraction/retention. This exemplifies the importance of TM and why it is crucial for organisations to develop effective strategies (i.e. integrated talent strategy) to put into effect their optimum TM processes.

### 2.3 Social Exchange Theory (SET) and Talent Management

Social Exchange Theory (SET), “is one of the most influential conceptual paradigms in organisational behaviour” (Cropano & Mitchell, 2005:874) and can essentially be traced to the earlier work done by Mauss (1925) and Malinowski (1922). Homans (1958) explored SET with regards to how people perceive and understand workplace behaviour, and this was further expanded and shaped by Blau (1964). SET regards the employment relationship as encompassing social or economic exchanges. The work of Blau (1964) mainly centres on trust between individuals, starting with one individual then moving onto the next, with subsequent benefits of unspecified commitments reciprocated.

Blau’s (1964:94) delineation of SET, which alludes to exactly how social exchange relations develop in “engendering feelings of personal obligations, gratitude and trust”, will be employed for the purpose of this study. Another term that to be employed in and related to this research is ‘psychological contract’, which is a particular perspective emerging from and anchored in SET. The two theories both regard exchange relationships as including tangible as well as intangible resources administered by the standards of reciprocity.

The psychological contract is delineated by Rousseau (1989:123) to be “the individual beliefs,
shaped by the organisation, regarding the terms of an implicit exchange agreement between employees and their organisation”. Any breach in the psychological contract it is not easy to get back to a constructive relationship, as one of the parties will feel aggrieved.

The research includes the idea that the psychological contract that exist between employees and employers are essentially the building blocks relevant to TM, it sets out the commitments of two parties in a maintainable work relationship. Earlier, Guest (1998:654) explicated the hierarchical and representative characteristics, the substance as well as the distinct outputs of the psychological contract which are conveyed by means of HR practices. It is essential to maintain a continuous social psychological contract with employees so as to successfully manage this talent pool to the advantage of both the individuals and the organisation. Employees are considered as having distinctive motivations with a keen interest in training and development (Festing, Schäfer & Scullion, 2013:1885). An organisation’s senior management requires employees to be committed, productive and fully engaged for the organisation to be effective and efficient in challenging economic circumstances (Collins, 2014:147).

Organisations should be cognisant of the various factors that influence their relationship with employees and manage their talent effectively while assuring integrity of the psychological contract. Consequently, the utilisation of TM processes signal to employees that they are valued and therefore create a social exchange (i.e. psychological contract). From an individual perspective, research by Mtila, Barkhuizen and Mokgele (2013:128) showed that TM has a considerable impact on individual outcomes such as psychological contracts.

2.4 FACTORS IMPERATIVE TO RETAIN INDIVIDUAL TALENT

Talent retention is usually not just influenced by a single issue, on the contrary, it is influenced by two or more variables (Kamalaveni, et al., 2019:1). Variables commonly referred to are:

- developmental opportunities (capacity building);
- job satisfaction;
- employee engagement; as well as
- organisational commitment.
The following sections detail a selected number of variables that influence the retention of high potential individuals.

### 2.4.1 Development Opportunities

Investing in shaping talent (capacity building) is one imperative aspect impacting talent retention. Individual and professional capacity building is one deciding aspect of retention, with prospects for advancement potentially leading to increase commitment by talented individuals to stay.

Herman (2005:2), Rolfe (2005:54), Younas and Bari (2020:1337) all find a close correlation between turnover and issues associated with capacity building (i.e. development). Training and development opportunities throughout the employment relationship help employees keep their skills set up-to-date and empowers a more efficient and productive workforce.

Talent retention rates are high in organisations that place emphasis on proper training and development (Ldama & Bazza, 2015:98). Kroon and Freese (2013:903), and Younas and Bari (2020:1337) find that the commitment of talent to remain with the organisation increases if given satisfactory developmental opportunities. Kamalaveni, et al. (2019:4) agree with the above authors and accentuate that employee loyalty is enhanced through training as well as development. It is evident that there is some correlation between job satisfaction and talent retention.

### 2.4.2 Job Satisfaction

Numerous studies based on western research (e.g. Boxall, Macky & Rasmussen, 2003; Iverson & Buttigieg, 1999; Meyer & Smith, 2000) demonstrate business related variables are real determining factors of job satisfaction as well as organisational commitment. In addition, it was established that job satisfaction is a conceivable antecedent of employee turnover since individuals tend to assess work related issues in terms of satisfaction and dissatisfaction (Biason 2020:405). Locke’s theory (1976) pertaining to job satisfaction elucidate it to be “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976:1304).

In support of Locke’s (1976) idea relating to job satisfaction, Biason (2020:407) explain it as a pleasant emotional state ensuing from the assessment of its characteristics. Job satisfaction depicts
how content and happy a person is with his work. The more pleased individuals are within the work environment, the more fulfilled these individuals are said to be.

Biason (2020:407) imply that variables entrenched in job satisfaction entail emotional, cognitive (subjective) as well as behavioural elements. Job satisfaction features a combination of emotions, i.e. negative or positive experienced by individuals that may, in turn, shape behaviours and certain attitudes. It is firmly connected to an employee’s conduct in the work environment.

Individuals seek job satisfaction and it is a key element in the retention of talent which is conceivable achieved by influencing employees to feel good physically and mentally (Fleisher, Khapova & Jansen, 2014:706). Job satisfaction is an effect of the perception of employees of how well their work affords those things they identify as important. Employees are inclined to be more productive and committed if highly satisfied.

2.4.3 Employee Engagement

TM and talent retention are fundamental issues and Kamalaveni et al. (2019:6) observes that organisations should consider these issues important and study what to do to keep talented employees. Bhatnagar (2007:533) and Kamalaveni, et al. (2019:6) state that employee engagement is an imperative tool for lessening employee turnover. Nearly every professional working within the TM domain believes that enhanced engagement contributes to operational effectiveness and thus improves the organisation’s inputs and outputs (Effron & Ort, 2010:58; Kamalaveni, et al., 2019:9; Naz, Li, Nisar, Khan, Ahmad & Anwar, 2020:1).

It is imperative to provide a work culture and environment that promotes open communication, recognises employee efforts and accomplishments. There is an integral connection between employee engagement and integrated variables such as passionate, psychological and physical aspects of work. Potgieter, Coetzee and Ferreira (2018:4) advises against thinking employee engagement to be just another HR strategy. Employee engagement is established to be a perpetual long-term process and is in actual fact linked to core tenants of the business-like managerial philosophy, values and culture (Potgieter, et al., 2018:4). According to Vorina, Simonic and Vlasova (2017:247), employees must be accepting in a workplace, which will lead to individuals
showing conduct that organisations desire. Vorina, Simonic and Vlasova (2017:247) argue that the organisation needs to promote components that have a constructive outcome of engagement through each business action that it executes.

The minute employees feel disengaged it may contribute to work-related stress, potentially leading to an increase in resignations. Bhatnagar (2007:645) states, “effective [TM] policies and practices demonstrate commitment to human capital, resulting in more engaged employees and lower turnover. Consequently, employee engagement has a substantial impact on employee productivity and talent retention”.

Naz, et al. (2020:3) emphasise employee engagement is only significant if there is a real involvement and sharing of duty between supervisors and employees concerning issues of substance. Da Costa and Loureiro (2019:331) advise organisations to embrace a more holistic view in terms of planning in order to deal with the required key components of employee engagement, keeping in mind the end goal to enhance attendance, motivation and the retention of talent. Employee retention by means of attributes like effective communication amongst employee and employer, coupled with capacity building opportunities encourage and increase motivation, effectively help retain talented individuals. The absence of employee engagement may potentially weaken the employee’s commitment and ambition to stay long term.

2.4.4 Organisational Commitment

In addition to job satisfaction and employee engagement that contribute to employee turnover, organisational commitment is also frequently linked to employee turnover. Irabor and Okolie (2019:96) identifies deficiency of commitment as a significant precursor to employee turnover. Porter, Steers, Mowday and Boulain (1974:605) portray organisational commitment as “an attachment to the organisation, characterised by an intention to remain in it; an identification with the values and goals of the organisation; and a willingness to exert extra effort on its behalf”.

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Organisational commitment is observed to be unequivocally identified with employee turnover, turnover intention and also actual turnover collectively (Talib & Mitra, 2017:51; Irabor and Okolie (2019:97). Talib and Mitra (2017:51) state that organisational commitment is one of the main factors that influence turnover intention. Employees whose individual needs and desires are met are believed to be inclined to remain with the organisation for the foreseeable future. It is imperative for organisations to realise that the more detached it stays in terms of TM the exceedingly difficult it will be to retain talented individuals.

Allan and Meyers (1990:4) ‘Three Component Model of Commitment’ imply the elements pertaining to organisational commitment encompass continual, normative and sentimental commitment. The abovementioned elements are delineated as:

- **Continual commitment**: This kind of commitment happens when an employee weighs up the advantages and disadvantages of exiting their organisation. They may feel that they must remain at the organisation in light of the fact that the loss they will endure by exiting it is more prominent than the advantage potentially secured elsewhere.

- **Normative commitment**: This kind of commitment happens when an employee feels obliged to stay with an organisation, regardless of feeling discouraged in their job, or regardless of the possibility that they need to seek other opportunities. They feel the right thing to do is to remain with the organisation.

- **Sentimental commitment**: Sentiment for work occurs when an employee feels an emotive connection with and fondness towards the organisation, and to the work that they do. The employee without doubt relates to the organisation's objectives and qualities, genuinely wanting to remain with the organisation (Allan & Meyer, 1990:4).

Authors, Talib & Mitra (2017:51), distinguish job satisfaction as a conceivable antecedent of employee turnover and note that organisational commitment is a much better indicator of turnover than job satisfaction. Elangovan (2001:161) as well as Irabor and Okolie (2019:96) support this view, declaring that commitment has an exceptionally negative impact on turnover, consequently a negative correlation between organisational commitment and turnover intentions.
2.5 CONCLUSION

TM is imperative for any organisation to achieve operational effectiveness. Thus, any organisation that fully embrace it will subsequently gain a competitive edge over those organisations that miss the mark in terms of TM. In essence, TM is a strategic tool for attaining and improving organisational success, surviving industry change and dealing with the adversity brought about by the competitive nature of the global market. Effective TM processes will ensure individuals are empowered and developed to play an active role in delivering organisational outcomes, ultimately organisational success. Organisations will be able to better protect itself from excessive turnover once it investigates and understand the common reasons for that turnover. It is evident that TM needs to be amongst an organisation’s key priorities and aligned to its strategic plan (i.e. Annual Performance Plan). Any TM strategy should be tailored to fit the organisation for it to be successful. The next chapter addresses the legislative framework pertaining to employment and labour relations that impact TM.
CHAPTER 3: LEGISLATIVE AND REGULATORY FRAMEWORK PERTAINING TO EMPLOYMENT AND LABOUR RELATIONS THAT INFLUENCE TALENT MANAGEMENT

3.1 INTRODUCTION

The former chapter delineated existing literature pertaining to TM and employee retention. As expressed in chapter 2, the key to any organisation’s performance is having the right individual in the right position, at the right time. This makes talent acquisition a critical activity that determines whether the organisation will achieve its strategic objectives or not. In this instance, talent acquisition will determine whether the DotP is sufficiently capacitated to function effectively and to deliver quality services to other departments and the public. Considering the size of the public service, and DotP with over 1000 employees, in terms of HR and the vulnerability of acquisition as well as other processes to manipulation and maladministration, the need for legislative and regulatory frameworks is of paramount importance in ensuring standardisation, consistency, fairness and quality appointments and talent development.

In order for any organisation to design and implement a TM programme it must bear in mind the various legislation it is required to comply with. The main focus of this specific chapter is to elucidate the legislative framework, i.e. legislation and policies, pertaining to TM. In order to remain in compliance, as well as maintain a good reputation and image, it is critical for government institutions to understand all legislation that apply to it. The legislation and departmental policies, as delineated below, are explored to subsequently give context on how these legislations and policies have an effect on TM within DotP.

3.2 LEGISLATION PERTAINING TO EMPLOYEE AND LABOUR RELATIONS THAT INFLUENCE TM IN PUBLIC SECTOR ORGANISATIONS

As mentioned previously, this specific section of the chapter will elucidate an array of imperative legislation pertaining to employment and labour relations that are likely to have an impact on TM. The legislative and regulatory framework can have an impact on every component of TM, from talent acquisition to succession planning.

3.2.1 The Constitution of the Republic of South Africa, 1996

The Constitution of the Republic of South Africa (1996) (henceforth alluded to as the Constitution), is essentially the most paramount piece of legislation in existence in South Africa. Section 195 of the Constitution elucidate quite a few principles regulating administration within the public domain. The succeeding clauses encompassed in the abovementioned section are highlighted to illustrate alignment and put TM into context, viz:

“A high standard of professional ethics must be promoted and maintained; public administration must be development orientated, good [HRM, TM] and career development practices must be cultivated to maximise human potential; public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation” (RSA, 1996:115).

It is important to understand that the principles highlighted above are applicable to all government institutions, i.e. national, provincial and local, within South Africa. It is evident that the Constitution impels government institutions to cultivate innovation and opportunities for capacity building in order to maximise talent. Furthermore, effective TM practices can be instrumental in government’s quest to address issues, for instance historical inequalities. As with all organisations in South Africa, employee and TM practices of provincial departments must be aligned with the Constitution and other legislation, including associated amendments. The ensuing legislation up for review is the Public Service Act, No.103 of 1994, with amendments made to it some time ago.
3.2.2 The Public Service Act, No. 103 of 1994, as amended

The Public Service Act, No. 103 of 1994, as amended, delineates a variety of legislative aspects imperative for the public sector working environment. It outlines the following aspects, amongst others:

- work conditions;
- terms of office;
- disciplinary measures and processes;
- retirement; as well as
- discharge of employees in the public service.

It is the responsibility of management to make sure that administration within departments run smoothly. One of the mandated functions of the Minister of the Department of Public Service and Administration (DPSA) is to establish standards and comprehensive guidelines pertaining to employment practices within the public sector (RSA, 1994:12).

It is comprehensively elucidated within the Public Service Act (RSA, 1994:21), Section 11 to be precise, that individuals assessed for employment within the public service ought to have the required knowledge, skills, training as well as competencies which must be deliberated during the process. The specific section outlined above also explicitly highlights that the injustices of the past have to be rectified, which can potentially be facilitated by means of effective TM processes, as delineated earlier in Section 3.2.1. The Labour Relations Act, No. 66 of 1995, outlining its effect on TM, is the succeeding legislation to be presented.

3.2.3 Labour Relations Act (LRA), No. 66 of 1995, as amended

The basis of the Labour Relations Act (LRA), No. 66 of 1995, as amended, is derived from the Constitution (RSA, 1996:175), Section 23 to be exact, and elucidate that each and every person is entitled to labour practice that is fair. It is fair to say that legislation, especially the LRA, have a central role to play in HR processes, for example talent acquisition. Delineated in the first chapter of the LRA’s is its principal purpose, which is to “promote economic development, social justice, labour peace and democracy in the workplace” (RSA: 1995:8).
The LRA is imperative with regards to labour-related issues in the DotP and other departments, directing and holding managers responsible for taking the required measures to sustain great levels of productivity and job satisfaction amongst employers and employees in the event of disciplinary action, disputes, grievances and appeals. The employee-management relationship is, to some extent, regulated through the LRA. Consequently, the LRA is imperative as it impels sound relationships concerning key stakeholders, i.e. employers, employees and unions. Hence, it is evident that the employee-management relationship is regulated through the LRA to some degree.

The White Paper on Human Resource Management in the Public Service (1997) is the next enacted piece of legislation to be dealt with in section 3.2.4.

**3.2.4 White Paper on Human Resource Management in the Public Service, 1997**

This specific policy framework, the White Paper on Human Resource Management in the Public Service enacted in 1997 (henceforth alluded to as HRM White Paper), inaugurated the transition to HRM in order to address the prevailing need for more effective governing of HR in the various spheres of government. The focus on capacity building is elucidated in the HRM White Paper due to the fact that employees, especially talented individuals, being the cornerstone and basically an imperative resource in any institution. The vision of the HRM White Paper is as stipulated “[HRM] in the Public Service will result in [a] diverse competent and well-managed workforce: capable of and committed to delivering high quality services to the people of South Africa” (RSA, 1997). The mission is delineated:

> [HRM] in the Public Service should become a model of excellence, in which service to society stems from individual commitment instead of compulsion. The management of people should be regarded as a significant task for those who have been charged with the responsibility and should be conducted in a professional manner (RSA, 1997).

The vision and mission, as delineated above, is confirmation of what government wants to achieve in terms of HRM, i.e. addressing skills deficiencies. Even if the term talent management was not used in the HRM White Paper, in a way the vision and the mission in the document set up the tone and framework for talent management in the public service.
By putting the emphasis on a diverse competent and well-managed workforce, capable of and committed to delivering high quality services to the people of South Africa and recognising that service to society stems from individual commitment, the Act calls for government institutions like DotP to ensure that committed and highly skilled individuals drive effective service delivery. The acquisition and retention of such a committed and skilled workforce makes it imperative that government institutions, including DotP, develop talent strategies and practices that can ensure the attainment of this goal.

The ensuing legislation up for review is the Employment Equity Act, No.55 enacted in 1998.

3.2.5 Employment Equity Act (EEA), No. 55 of 1998

The Employment Equity Act (EEA), Act No.55 legislated in 1998, play an imperative role within all organisations, i.e. private and public institutions. Essentially, the EEA’s central purpose is basically to:

“Achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce” (RSA, 1998a).

The EEA was enacted to effect transformation and address the imbalances of the past, thus affording all individuals equal opportunities in the workplace. In essence, all internal processes of an organisation, i.e. talent acquisition, should be in line with the guidelines in the EEA. The Act imposes a duty on employers, including government institutions, to eliminate unfair discrimination. It also provides a framework for the attraction, development, advancement and retention of an employer’s human resource talent. In essence, government institutions need to ensure talented individuals from minority groups are identified and developed.

The succeeding piece of legislation to be reviewed is the Skills Development Act, No.97, also legislated in 1998. All talent planning and acquisition efforts must be executed in an equitable way.
3.2.6 Skills Development Act, No.97 of 1998

The Skills Development Act (SDA), Act No.97, was legislated in 1998 to address the need for capacity building, further development of individual competencies, due to the lack of skilled individuals. The central point of the SDA, in essence, is to provide and instruct institutional structures to establish and put into effect various strategies to capacitate and enhance the skill levels of the workforce of South Africa; provide for, control and regulate the various employment services; incorporate workplace plans into the National Qualifications Framework (NQF); make available learnership opportunities; and afford skills development by way of a levy-financing systems and also the strategic National Skills Fund (RSA, 1998b:1).

The SDA delineate imperatives pertaining training and development, i.e. on-the-job training opportunities, subsequently directing the enhancement of individual talent within the labour force, especially the formerly disadvantaged group of individuals.

Training, a component of TM as delineated in chapter 2, is a valuable tool whether it is institution-based or on-the-job. The positive spin-offs of further training and skills development impact all areas and interests of a business with considerable long-term benefits. Therefore, using the avenues made available by the SDA, organisations are able to facilitate sustainable training and skills development practices that benefit the industry on a national level. It is easy to prioritise dealing with day-to-day operations and crises that come up on a day-to-day basis, and to completely forget to pay any attention to identifying and addressing skills shortages within an organisation. Many day-to-day crises and associated problems can be overcome long-term by implementing a skills development program aimed at identifying causes of problems, and skills shortages which lead to crises in the long run. It is imperative to address potential crises by identifying and addressing skills shortages early. This is where the SDA can be of great value.

Essentially, organisation need to investigate and evaluate the labour market in order for it to effectively determine capacity building needs, especially if it wants to design and implement effective TM processes. The SDA promotes training and development of a high standard and seeks to improve the quality of the workforce.

The legislation to be dealt with next is the 2001 enacted legislation, the Public Service Regulations.
3.2.7 Public Service Regulations, 2001, as amended

The 2001 enacted Public Service Regulations delineate imperative standards and essential elements pertaining capacity building, together with other aspects within the public service. Capacity building within government should subsequently support and attend performance issues of individuals (RSA, 2001:41). As indicated by the Public Service Regulations, i.e. Part IX which deals particularly with training and education, the standard should be for individuals to be offered continuous capacity building opportunities, to ultimately achieve operational effectiveness as well as fairness and equality in the public service (RSA, 2001:41).

Training must reinforce and support career development and performance and be progressively driven by needs and connected purposefully to more extensive HRM processes (i.e. TM) as well as programmes. Notwithstanding, appropriate measures to identify and categorise the lack of skills and capacity should be compiled to deal with prevailing challenges. Segments delineated in the Public Service Regulations Act explicitly accentuate the significance of TM and professional behaviour within the South African public service.

The ensuing legislation up for review in the Provincial Government Western Cape Recruitment and Selection Policy legislated in the year 2002.

3.2.8 Provincial Government Western Cape (PGWC) Recruitment and Selection Policy, 2002

One key aspect to operational effectiveness is talent, the Western Cape Government (WCG) subsequently recognised if it acquires and retain individuals of highest quality it will be able to flourish and deliver on its mandate.

The Provincial Government Western Cape (PGWC) Recruitment and Selection Policy legislated in 2002 essentially direct other departments on issues pertaining to recruitment and selection within WCG. Departments should use this to further develop their respective recruitment and selection policies. The acquisition of individuals is carried out with reference to the legal structures pertinent to the public service, specifically the Constitution, 1996, in conjunction with other legislation.
Accountability is ensured by managing the acquisition process in accordance with the regulatory framework. It is essential for departments to ensure cost-effective acquisition processes. Principles to be underpinned by this framework are equity, fairness, professionalism, confidentiality and human dignity.

3.2.9.1 Policy objectives

The rationale of this framework is to make sure that acquisition of talent is carried out in a just, equitable, and transparent way, which is essentially effective and efficient to:

- Attain equity in the workplace;
- Promote diversity in the workplace;
- Attract scarce skills; and
- Advance service excellence.

3.2.9.2 Scope

This policy and the principles outlined cover all undertakings that are part of the acquisition process. These guidelines are applicable to all departments within the WCG and, as mentioned above, should be used to further develop their respective acquisition policies. For internal strategies to be effectively implemented it is fundamental that individuals involved with any part of the acquisition of employees know about, and adhere to, the policy document. In the end, it is the duty of the senior management of the respective departments, in conjunction with HR, to ensure compliance with these guidelines.

Delineated in section 3.2.9 below in the Department of Public Service and AdministrationRetention Guide enacted in 2006.

3.2.9 The Department of Public Service and Administration (DPSA) Retention Guide, 2006

The 2006 enacted Department of Public Service and Administration Retention Guide (DPSA Retention Guide) essentially guides HR and TM experts with regards to the design of internal retention strategies to retain high potential individuals for their respective departments (2006:1).
This document reveals how “various studies into employment practices at departmental level in the Public Service revealed serious shortcomings in the way departments recruit and retain staff” (RSA, 2006:3).

The DPSA Retention Guide presents background issues that led to the need for the retention of individual talent, i.e. “historical reasons, the impact of HIV and AIDS, globalisation and increased mobility” (RSA, 2006:5). Furthermore, it provides a theoretical understanding and duties pertaining to employee retention.

The ensuing document to be discussed is the Human Resource Development Strategy for South Africa enacted in the year 2002.


The 2009 enacted Human Resource Development Strategy for South Africa (HRD-SA), which documents the strategy for the period 2010-2030 in terms of capacity building, is applicable nationwide. The delineated vision is essentially for the development of HR within South Africa and the imperative role in realising South Africa’s social, economic and development needs presented in this specific document. The plan recommends that the HRD approach of all government institutions be more strategic, keeping in mind the goal of improved performance by means of effectual HRM practices. It is important that organisations promote lifelong acquisition of knowledge, skills and competencies necessary for operational effectiveness. The HRD-SA essentially accentuates how imperative the role is that the HR division plays with regards to the strategic operations of government institutions, denoting increased involvement by means of greater collaboration with especially senior management. The impact is that individuals are recognised for their scarce skills and or valuable institutional knowledge that must be retained through appropriate talent planning and retention strategies.

The succeeding legislation dealt with is the 2014 enacted legislation, the Public Administration Management Act, No.11.
3.2.11 Public Administration Management Act, No. 11 of 2014

The 2014 legislated Act, Public Administration Management Act No. 11, was passed with the conceivable target of establishing and instituting a distinct framework for a public service that is more inclusive. This specific Act essentially introduce nine principles and fundamental qualities with regards to governing public administration towards which government institutions must uphold and work (RSA, 2014:10). Elucidated below are two fundamental qualities pertinent to TM which delineate that any public sector institution, including DotP, has to:

1. Amplify human potential by way of sound HRM and capacity building; and
2. Ensure extensive representation of the individuals of South Africa, addressing all imbalances by means of strategic employment and personnel management practices. These practices must essentially be based on impartiality and talent in order to realise the desired effect.

Chapter 4 of this legislation (RSA, 2014:14), Section 10 to be exact, deals to a great extent with capacity building within the public sector. In this regard, the leader’s role is explicitly explained. The Act puts a specific duty on the head (senior manager) of the institution, stating that by means of training and development (the third component within the TM process), the head of the institution is compelled to build up its HR capacity to the degree where it is able to execute related tasks in an accountable, distinct and even productive manner. This basically imply role players (e.g. managers, stakeholders, etc.) need to collaborate and pool resources to accomplish the above.

An organisation’s leaders should drive employee capacity building, essentially strengthening the knowledge, skills and abilities of individuals. Top leaders should support the growth of its employees.
3.3 CONCLUSION

This specific chapter presented a synopsis of the legislative and regulatory framework delineating pertinent legislation pertaining to employment and labour relations that influence TM within the public sector. These enacted legislation and policies compel institutions to focus on various issues, such as capacity building, including the redress of imbalances. Institutions are compelled to follow the principles delineated by these enacted legislation and policies which essentially provide protection to individuals.

The enacted HRM White Paper dealt with in 3.2.4 delineated the fact that individuals are an imperative resource which should be provided ample capacity building opportunities for operational effectiveness. Both employment equity and skills development have to do with the development of individuals.

The purpose of the EEA is to regulate how organisations manage individuals with regards to skills, functions and compensation in a just and non-discriminatory manner. In essence, the EEA exists to attain equity in the working environment. Hence, talent planning and acquisition efforts must be executed in an equitable way. The PGWC Recruitment and Selection Policy essentially guide all departments within the WCG in terms of talent acquisition.

It is imperative that the individual TM strategies of the respective government institutions are consistent, thus aligning with the many complex laws, regulations and policies that impact and govern TM in the work environment. Government departments should make sure that departments operate well by effectually dealing with the many compliance issues affecting the work environment such as employment discrimination dealt with in the EEA. DotP is comprehensively examined as a case study in the ensuing chapter.
CHAPTER 4: STRATEGIC OVERVIEW OF THE CASE – WESTERN CAPE DEPARTMENT OF THE PREMIER

4.1 INTRODUCTION

In Chapter 2 the contextual framework for TM was outlined, with the legislative and regulatory framework pertaining to employment and labour relations that influence TM elucidated in Chapter 3.

The unit of analysis of this specific research venture is the Western Cape DotP, hence this section will comprehensively review the Department to reveal insight into the HRM practices and TM. The branch of People Management within DotP, which is responsible for HRM within the Department, strives “to enable service excellence with people by means of the provision of highly competent individuals, a performance conducive working environment and also leadership that initiates and drives employee engagement” (Western Cape Government (WCG), 2019:31). Firstly, a brief background will be provided of DotP.

4.2 BACKGROUND TO THE DEPARTMENT OF THE PREMIER

DotP is considered the leading Department in its province. The premier of the Western Cape heads the Department with several Deputy Director-Generals (DDGs) leading its various branches. The programme and sub-programme structure of DotP diverges from the different authorised programmes as imparted by Provincial and National Treasury. The Premier as well as the DPSA have authorised this structure.

DotP’s vision is “to be a leading department enabling the WCG to improve the quality of life of all its people” (WCG, 2019:21). The DotP strives for excellence, it understands the significance of its core values and is committed to realising its vision and striving to achieve it by “[embedding] good governance and [enabling] integrated service delivery in the Western Cape through partnerships, innovation and people excellence” (WCG, 2019:21).
The Department consists of the following branches, i.e. People Management; Legal Services; Corporate Assurance; Executive Governance and Integration; Strategic Programmes; and Centre for e-Innovation. HR and TM aspects are mainly performed by three Directorates of the Department. For instance, the role of the People Management practices component is the attraction as well as retention of individual talent with the responsibility of steering tactical workforce planning in conjunction with other aspects pertaining TM. “People policy and workforce planning, recruitment and selection, service benefits, performance management as well as employee relations fall within the scope of [the People Management component]” (WCG, 2019:55).

The People Management programme serves to provide people management services pertaining to TM, i.e. capacity building. The branch also makes sure that people management contributes to the strategic goals hence operational effectiveness. Functions pertaining to TM are performed through its three sub-programmes, namely Organisational Development, People Training and Empowerment, as well as People Management Practices (WCG, 2019a:51). As incorporated in its APP document, its objectives are to “enable service excellence by means of the provision of highly competent individuals, a performance conducive work environment and also leadership that initiates and drives employee engagement” (WCG, 2019a:61).
4.3 BRANCH STRUCTURE OF THE DEPARTMENT

![Diagram of the Department's branch structure]

**Figure 4.1: Branches of the Western Cape Department of the Premier**

*Source: Western Cape Government (2019:23-25).*

4.4 SCOPE OF DOTP’S SERVICES

Providing support to WCG is the main function of the Department. Every chief directorate within the Department has its own particular scope of services that it provides within the WCG. This section looks at the People Management branch within the Department, with it mandated to provide people management services with the aim to advance institutional capacity building by means of suitable and evidence-based organisational development interventions; organise and improve learning and development inside the WCG; and provide resource management services to all departments of the WCG.
Table 4.7: Chief directorates responsible for people management related issues within the People Management branch

<table>
<thead>
<tr>
<th>Chief Directorate</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational Development</td>
<td>Advance institutional capacity building by means of suitable and evidence-based organisational development interventions by rendering:</td>
</tr>
<tr>
<td></td>
<td>- Organisational behaviour consultancy services</td>
</tr>
<tr>
<td></td>
<td>- Constant improvement of consultancy services</td>
</tr>
<tr>
<td></td>
<td>- Organisation design consultancy services</td>
</tr>
<tr>
<td>People Training and Empowerment</td>
<td>Organise and improve capacity building inside the WCG:</td>
</tr>
<tr>
<td></td>
<td>- Design capacity building programmes</td>
</tr>
<tr>
<td></td>
<td>- Deliver capacity building programmes</td>
</tr>
<tr>
<td></td>
<td>- Provide support services</td>
</tr>
<tr>
<td>People Management Practices</td>
<td>Provide people management services:</td>
</tr>
<tr>
<td></td>
<td>- Provide HR policy and planning services</td>
</tr>
<tr>
<td></td>
<td>- Provide HR administration services</td>
</tr>
<tr>
<td></td>
<td>- Provide individual performance and development services</td>
</tr>
<tr>
<td></td>
<td>- Promote and encourage positive employee relations in the WCG</td>
</tr>
</tbody>
</table>


4.5 DOTP’s STRATEGIC PLAN 2020-2025

The intent with the strategic plan is not to direct how long-term planning and policy should be done, but instead demonstrate how elements of such plans and policies were to be executed over a five-year time span. The motivation for this is to enhance the degree of excellence of accountability documents, especially performance information, to adjust and align planning, budgeting, execution, monitoring and evaluation (M&E), and reporting – in accordance with government-wide M&E. The strategic plan has been utilised to organise and plan the gradual implementation of its other policies and plans and concentrate on fundamental matters. The following section deals with employee turnover and retention at the Department.
4.6 EMPLOYEE TURNOVER AND RETENTION

150 employees left DotP in the 2018/19 financial year. The composition of employees that ended the employment relationship with DotP is shown in the table below. In 2018/19 about 14.3 percent of employees exited the Department compared to 11.1 percent during the 2017/18 financial year.

**Table 4.8: Employees exiting the Department**

<table>
<thead>
<tr>
<th>Reason</th>
<th>Number</th>
<th>% of total exits</th>
<th>Exits as % of total employees (31 March 2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resignation</td>
<td>55</td>
<td>36.7</td>
<td>5.3</td>
</tr>
<tr>
<td>Expiry of contract</td>
<td>62</td>
<td>41.3</td>
<td>5.9</td>
</tr>
<tr>
<td>Dismissal - misconduct</td>
<td>4</td>
<td>2.7</td>
<td>0.4</td>
</tr>
<tr>
<td>Retirement</td>
<td>6</td>
<td>4.0</td>
<td>0.6</td>
</tr>
<tr>
<td>Transfers to other Public Service Departments</td>
<td>23</td>
<td>15.3</td>
<td>2.2</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>150</td>
<td>100</td>
<td>14.3</td>
</tr>
</tbody>
</table>

*Source: Western Cape Government (2019b:111).*

Table 4.9 indicates that 36.7 percent (55 of the 150) of employees that ended the employment relationship with the Department did so through resignation. DotP’s employee turnover is about 14.3 percent. That means that the Department’s employee retention rate is approximately 85.7 percent. The various reasons for resigning and the percentage of respective reasons in relation to the total resignations by employees are exhibited in the table below.

**Table 4.9: Employees’ motive for resigning**

<table>
<thead>
<tr>
<th>Resignation reasons</th>
<th>Number</th>
<th>% of total resignations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better remuneration</td>
<td>1</td>
<td>1.8</td>
</tr>
<tr>
<td>Change of Occupation</td>
<td>14</td>
<td>25.5</td>
</tr>
<tr>
<td>Health Related</td>
<td>2</td>
<td>3.6</td>
</tr>
<tr>
<td>Lack of promotional opportunities</td>
<td>2</td>
<td>3.6</td>
</tr>
<tr>
<td>No reason provided</td>
<td>31</td>
<td>56.4</td>
</tr>
<tr>
<td>Personal/Family</td>
<td>4</td>
<td>7.3</td>
</tr>
<tr>
<td>Starting Own Business</td>
<td>1</td>
<td>1.8</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>55</td>
<td>100.0</td>
</tr>
</tbody>
</table>

*Source: Western Cape Government (2019b:111).*
Unfortunately, 56.4 percent of employees that resigned chose not to divulge reasons for resigning during exit surveys or exit interviews. Approximately 25.5 percent of those who resigned indicated the need for career change as the reason for ending the employment relationship, whilst 3.6 percent did so because of the lack of promotional opportunities.

Turnover and retention issues can be challenging for departments, potentially leading to the loss of talented individuals and a decline in the quality of the Department’s services. The succeeding section will give a brief overview of HRM within DotP.

4.7 OVERVIEW OF HRM WITHIN THE DEPARTMENT

4.7.1 Human Resource Management (People Management)

4.7.1.1 Departmental Workforce Planning

The role of workforce planning is important to ensure that the Department has the required number of people with the requisite skills, knowledge and attitudes to perform the work (WCG, 2019b:104). Through this process, the Department annually assesses its workforce profile against current and future organisational needs. The aim of this assessment is to identify to what extent the current workforce profile addresses the key people management outcomes that would guarantee service continuity and value.

4.7.1.2 Acquisition

The Directorate: Recruitment and Selection introduced a holistic approach to the talent sourcing process, where the focus is on job/person fit (WCG, 2019b:58). In this regard a project on the development of competency-based recruitment practices was concluded. As part of this project the transversal Recruitment and Selection Policy was reviewed, consulted with and accepted by Organised Labour and will be presented to Cabinet in the next financial year (WCG, 2019b:58). In addition, the Competency-based Interview as well as Selection Decision Guides were developed and implemented. Through this new approach the selection decision is based on technical/functional expertise, behavioural competencies, equity priorities, reference/credential checks and, for posts on salary level 9 and higher, competency assessments are conducted to
determine fit as they relates to the job profile (WCG, 2019b:58). To assist line managers in client departments to adapt to this new approach, an e-learning training course on Competency-based Recruitment Practices was developed and will be rolled out in the new financial year (WCG, 2019b:58).

As outlined in chapter 3, employment practices within DotP shall ensure employment equity, fairness, efficiency and achievement of a representative organisation. It is the responsibility of the Department’s People Management branch to ensure acquisition practices are aligned to the enacted legislative and regulatory framework. Flexibility in addressing various challenges should not compromise the integrity of DotP in handling the acquisition processes.

4.7.1.3 Human Resource Development (HRD) Strategy

a) HRD within DotP

Foundation Building: This implies that the HRD strategy starts with The Constitution (1996). Particular reference is made to Section 195 (i)(h): “Good human resource management and career development practices, to maximise human potential, must be cultivated” (RSA, 1996:99). This call from the Constitution (1996) is for the WCG as well as DotP to be development orientated. This developmental orientation is supported by a high standard of professional ethics. Thus, HRD focuses on sound HR practices, which are developmental in nature and which create a pool of employees with excellent skills, high moral and ethical values.

DotP render services that must be cost effective and of the highest standard. For this to happen, employees must have the necessary skills, knowledge, and competencies. HRD for service delivery represents an investment in staff development in order to improve service delivery in the spirit of Batho Pele (People First). HRD tools for service delivery are functional training, learnerships, in-service training (on the job training), benchmarking, coaching and mentoring.

b) Implementation of the internal HRD Strategy

The implementation of HRD according to the relevant policies was done in a strategic manner. HRD coordination is performed by the People Management branch of DotP, which also sees to a variety of other special training needs. There is a clear separation of roles and responsibilities between the various Directorates.
The Department’s succession planning forms part of its broader talent planning process, hence succession planning supporting talent planning (WCG, 2016:4)

c) **Performance Management**

The purpose of performance management is to increase performance by encouraging individual commitment, accountability and motivation. All employees are required to annually complete a performance agreement. The agreement is in essence a contract between the employer and the employee containing the projects, programmes, activities, expectations and standards for the required delivery (WCG, 2019b:105). In order to facilitate a standardised administration process, the Western Cape Government has devised an electronic system, namely PERMIS (Performance Management Information System), that allows for the entire performance management process to be captured, monitored and managed (WCG, 2019b:105).

The performance management process requires that a mid-year review and an annual assessment be conducted, but that the operational targets and achievements linked to the performance agreement be monitored and communicated on an ongoing basis. In instances where targets or performance expectations are not met, the gaps are addressed through the management of poor performance. In this context, a performance consulting unit has been established within the Corporate Services Centre (Chief Directorate: People Management Practices) to assist line managers in dealing with poor performance. The process is developmental, however, in instances where individuals have been identified as poor performers in terms of the legislative framework, they are required to subject themselves to a developmental plan or alternatively to disciplinary action.

The following section will give an overview of the Department’s TM policy.

**4.8 DOTP’S TM POLICY**

The purpose of the TM policy is to ensure DotP have the people in the right numbers at the right time in the right place, able, willing, wanting and being allowed to perform, thereby enabling the Department to unlock and grow value for its stakeholders (WCG, 2018:4).
The Department’s TM process outlines platforms for the retrospective analysis relative to futuristic expected results and determines the type of talent and competencies required relative to challenges posed by the strategic objectives (WCG, 2018:6).

The purpose is to determine the talent strength of the Department and propose plans to ensure that it retains talent competitiveness (WCG, 2018:6). The talent identification process is supported by outcomes from performance management ratings, leadership assessment and the levels of work assessment. For talent development, all employees should be provided equal opportunities with regards to development, however, it is the responsibility of the line manager to provide necessary guidance and support to ensure development takes place. Individual’s talent is assessed by means of performance management system, the potential an employee has to handle future assignments and the level of work the incumbent occupies (WCG, 2018:7). The TM policy does state or outline steps, systems or processes that are applied to ensure talent retention.

DotP is well aware of dominant currents in its culture and is actively striving towards creating a talent friendly culture. With the implementation of the policy the Department seeks to attain this type of culture by delivering on its talent value proposition and talent philosophy. The Department values its employees because they understand that talented individuals are the organisation’s strength and central to operational effectiveness and its success. Within DotP talent is deemed to be a two-way match and engagement between the organisation and its employees for mutual benefit (WCG, 2018:8). The Department take a balanced positioning regarding our talent needs in the present and future, as well as on a strategical, tactical and operational level.

TM is an ongoing process, not an event, and a key performance area of line management. DotP is taking a holistic approach to TM, consequently looking at individuals’ personal attributes, values, knowledge, skills and expertise, attitudes as well as their conduct (WCG, 2018:8). The Department nurture, care for, and challenge its people continuously in order to keep them engaged, motivated and feel appreciated. The ideal is to have a climate of ongoing improvement, innovation and learning where its individuals can try new things and fail safely without fear or shame embarrassment, or retaliation (WCG, 2018:8). Through the policy the Department want to show it recognise and reward excellence and results.
The idea is for individuals to know exactly where they fit in, where the Department is going and what their contribution is. In terms of talent, DotP has identified the following as risks:

- Talent loss, which includes job hopping, head-hunting;
- Occasionally attracting the wrong talent;
- Government regulatory environment as well as slow responsiveness;
- Remuneration package not market related;
- Unavailable talent;
- Poor talent intelligence;
- Talent stagnation (turning into dead wood);
- Aging talent, management and supervision; Talent unfriendly organisation/culture, and/or
- Drawn out recruitment process within Government (WCG, 2018:23).

The Department have come to realise how imperative it is to mitigate these risks. Succession planning is an essential part of its strategy to minimise the turnover intentions among employees, especially talented individuals.
4.9 CONCLUSION

In this chapter concise background of the DotP was delineated, including the vision, mission as well as the functions and responsibilities of its People Management Practices branch. Analysis of employee turnover statistics reveals 36.7 percent of employees that ended the employment relationship with the Department did so through resignation. Of those that resigned, approximately 3.6 percent cite lack of promotional opportunities for their exit whilst another 25.5 percent did so for career change.

The 2020-2025 DotP’s Strategic Plan outlines objectives and targets which the Department strives to achieve. DotP’s People Management branch essentially drives the implementation of aspects pertaining to TM, i.e. strategy and framework. The DotP’s APP 2020/21, which outlines the work the Department endeavour to undertake includes talent planning, talent acquisition and talent retention. It also accentuates its intention to develop and be the leading department, essentially enhancing the province’s citizens quality of life.

The ensuing chapter delineates aspects pertaining to the studies design as well as methodologies employed.
CHAPTER 5: RESEARCH DESIGN AND METHODOLOGY

5.1 INTRODUCTION

Chapter one of the research delineates the background, together with the problem statement and objectives of the study. The second chapter delineated a comprehensive literature review pertaining to TM and related aspects. The background to the DotP case study was presented in Chapter 4. The purpose of this research venture, as explicitly elucidated in the opening chapter, is to explore TM processes and their effects on talent retention within DotP and look at key factors to retain talent. An outline of the methodological decisions and methods applied will be provided in the methodological segment. This includes a description and rationalisation of the techniques chosen for gathering data, why these were selected in this specific context, and the related focal points and constraints (limitations). The aim is to employ the most suitable techniques for the issue under study.

In this endeavour, to accomplish the research purpose and add insight into this issue the researcher employed a mixed-methods approach, which entailed using qualitative as well as quantitative research methods to better explore the research problem. The pertinent data sources comprised of various internal documentation of the DotP that was comprehensively reviewed, a questionnaire and semi-structured interviews that explicitly emphasised and focused on factors that enhance retention of talent, how the Department approached TM and its contribution as a strategic tool.

5.2 RESEARCH DESIGN

The aim of this study was to explore TM processes and talent retention within the Western Cape DotP. The research design of a study, as delineated by Mouton (2001:55), is basically “the blueprint of how the researcher plans to conduct the proposed research”. Both Ghauri and Gronhaug (2010:54) assert that a “research design should be effective in producing the wanted information within the constraints put on the researcher”.
Research design is considered a strategic plan, outlining the overall framework how the pertinent data will be collected and what methods will be employed to analyse that data, in addition linking the research problems ascertained to the empirical research. Ghauri and Gronhaug (2010:54) elucidate that the research design’s function is “to ensure that the data (evidence) obtained enables the researcher to effectively address the research problem logically and as unambiguously as possible”.

As mentioned earlier, the unit of analysis of this specific research venture was DotP. The research was exploratory in purpose and a mixed-method research approach was used, subsequently employing quantitative as well as qualitative methods. Interviews were conducted with three senior managers selected by means of purposive (non-probability) sampling. The questionnaires (quantitative) targeted all employees in the Department, excluding those Senior Managers interviewed. In this study, most of the exploration was subsequently quantitative in nature. The questionnaire was administered electronically. The proposed research design enabled the researcher to investigate and explore TM processes within a particular setting and to understand TM’s effect on talent retention through the questionnaire and semi-structured interviews.

Furthermore, the Stellenbosch University research ethical clearance application form was finalised and approved by the ethical committee to ensure that the research abides by the stipulated ethical guidelines of Stellenbosch University.

5.3 RESEARCH METHODOLOGY

Research methodology is described by both Collis and Hussey (2009:73) to be “an approach to the process of the research, encompassing a body of methods”. The description given by Amaratunga, Baldry, Sarshar and Newton (2012:17) delineates it as “a process of enquiry and investigation; systematic and methodical, and its aim is to increase knowledge”. Methodology involves, amongst other things, selecting what to study, ways of collecting and examining the data and is thus an exposition of the manner to go about researching a phenomenon. As elucidated earlier, the researcher will employ a mixed-method approach to carry out this research, hence the selection of semi-structured interviews and a questionnaire as research instruments.
According to Ritchie, Lewis, Nicholls and Ormston (2013:96), qualitative research which is presumed to be a subjective, naturalistic and interpretivist philosophy is an approach that gives a holistic understanding of the perspective of the world within which the individuals work. Semi-structured interviews were therefore conducted with senior managers performing functions pertaining to TM and to essentially gain an understanding of TM and its implementation in the department, and to establish how it is applied and its effect on talent retention. According to Babbie (2014:59), the philosophical suppositions embraced by the researcher influence the research methodology. The succeeding segment elucidates aspects the nature of the study, specific research paradigm and research design.

Quantitative research methods endeavour to examine if a specific theory is valid by essentially measuring and elucidating results scientifically (Creswell, 2014:64). The integration of quantitative and qualitative methods can enhance evaluation and will provide the researcher with a greater understanding. The questionnaire contained questions on demographics along with a Likert-scale type dimension for the respondents to be able to select from a number of possible responses, providing statistical results. These respondents were able to choose the one which best suited their perception. The administration of the questionnaire was done through the Department’s e-mail system. The strategy of using the questionnaire was to establish how the Department’s employees perceive its TM policies and practices, and the views of these employees on what improvements are needed for a more effective TM process within the DotP.

The benefits of using questionnaires is that they are a reasonably inexpensive means to collect data and are also not too time consuming. Data can also be acquired from a large target population and they ordinarily carry high degrees of anonymity. It is appropriate and beneficial to employ a mixed-method approach to conduct this research.

### 5.3.1 Target Population and Sampling

Sampling is a component of data gathering delineated by Bryman and Bell (2007:182) as the portion of the populace chosen for the examination procedure. When outlining and planning the research design researchers often find the sample size and selection thereof a significant concern.
There are benefits to the use of sampling techniques, such as results that are more accurate; lower costs; faster pace of data accumulation; and accessibility of population elements. This can give the researcher high-quality data. A sampling method ideal for the semi-structured interviews selected is purposive (non-probability) sampling which will subsequently be utilised by the researcher. Purposive sampling is defined by Creswell and Plano (2011:54) as a sampling technique that includes identifying and choosing people or groups that have the required knowledge, experience and capacity pertaining to phenomenon of interest. Notwithstanding experience and knowledge, it is essential to take note of the commitment and availability of those chosen to participate, and the capability to convey encounters and views in an understandable, expressive and intellectual way.

The sample size for interviews was three (3) purposively identified and selected senior managers from DotP that are responsible for and deal directly with facets of TM. These individuals were chosen based on expertise and knowledge and therefore had the capacity to give valuable information that is comprehensive as well as generalisable (general and broad). As of March 2018, the number of employees within the Department was 1 056 (WCG, 2018:127). The questionnaire surveyed the entire population, meaning the questionnaire was administered to all employees working within the Department. From the total of 1 056 employees, 350 voluntarily participated in the study, of which all 350 were comprehensively completed, valid and usable for further data analysis.

5.3.2 Specific Sources of Data

5.3.2.1 Secondary data

To begin with, secondary research incorporated a review of existing literature which assisted the researcher in determining the theoretical underlying foundations of the exploration. The literature review is an imperative and indispensable part of every research venture. Numerous books and journal articles were utilised to generate this data that was incorporated in the literature review. This was scrutinised, interpreted and structured into the literature review, exploring the concept of TM and understanding its significance. This addressed the first two research objectives, which involve the concept of TM, understanding and contextualising the importance of TM and its effect on talent retention.
The pertinent legislation and policies that influence TM in Chapter 3 were structured in an insightful manner addressing the third objective, which involved exploring the legislative context for TM, with the focus on the South African Public Service.

5.3.2.2 Primary data

To generate pertinent primary data the researcher employed interviews and a questionnaire. These interviews were administered within the DotP as outlined in this chapter.

5.3.3 Means to Collect Essential Data

5.3.3.1 Semi-structured interviews

The researcher found it suitable to make use of semi-structured interviews as one of the methods to gather preliminary information, the belief was that interviews would yield the best results for the study. Essentially, semi-structured interviews signify a flexible strategy for gathering data, with a pre-determined list of questions used by the researcher. An interview is a face to face meeting between two individuals whereby the researcher can obtain information of good quality as any misunderstandings or unclear information can be addressed (Brynard & Hanekom, 2013:8). The researcher made use of the stimulus equivalence, with the specific objective to be consistent and maintain a strategic distance from issues frequently encountered with open-ended questions during the interviews process. Stimulus equivalence implies that the questions presented during the individual semi-structured interviews will remain the same and be posed in the same way. This ensures that every respondent received the question in the same way (Hussey & Hussey, 1997:157).

5.3.3.2 Questionnaire

The estimated time to complete the questionnaire was determined to be approximately 15 minutes for completion, with a period of two weeks given for completion after distribution so that participants have ample time to give well-informed responses and remarks. The questionnaire used to acquire the essential primary information was for self-completion. It comprised segments that focused on measuring the perceptions and views of respondents with regards to the respective
elements of TM within the DotP, as outlined in Chapter 1. The questionnaire accentuated the confidential nature of participants’ responses to protect their concerns with regards to sensitive information. A combination of open- and closed-ended questions were employed in the questionnaire with the majority being closed-ended.

The distribution of the questionnaire to the selected participants was done electronically through e-mail, and completed questionnaires was returned electronically on completion by participants.

5.4 VALIDITY AND RELIABILITY

Validity and reliability must be ensured in order to act in accordance with sound research principles to be able to make sure suppositions and fundamental conclusions can be drawn on the findings. Brynard and Hanekom (2013:48) imply that validity alludes to the potential of an instrument or design to accomplish what it intends to measure. Van der Riet and Durrheim (2009:93) elucidate and recognise that research like this study does not explore an invariable reality. Consequently, the researcher will be unable to foresee that the outcomes will be similar after each interview. Interpretive researchers anticipate that there will be contrasting ideas and perspectives from people, groups and organisations in changing contexts. In this exploration, the researcher will expect divergent ideas and perspectives from the various interviewees subject to specific circumstances.

5.5 DATA PREPARATION AND ANALYSIS

5.5.1 Data Preparation

After being gathered, raw data was transcribed and analysed. For this reason, numeric variables were allocated to each variable (i.e. 1 to male and 2 to female). The response options in the questionnaire ranged from strongly agree to strongly disagree with space provided for respondents to provide comments to specific open-ended questions. The various segments focused on views relating to the components of the TM process.
5.5.2 Data Analysis

After all the data has been gathered, it was analysed and decoded to generate meaning. After the due date for submission of completed questionnaires, the (quantitative) data was analysed using a statistical analysis software called Statistical Package for the Social Sciences (SPSS). This segment was meant to be both descriptive and illustrative in nature with the aim to provide understanding of TM and its effect on talent retention.

Content analysis is essentially where extrapolations are made by identifying specific attributes of messages and texts logically and systematically without any reference to qualification (Holsti, 1969:104). The semi-structured interviews with the identified senior managers, vis-à-vis TM and retention issues at the DotP, was transcribed using Microsoft Word and afterwards the various facets of the topic of interest and responses to the questions analysed. For the qualitative data collected, narrative summaries, tables and figures was used. This was performed manually, with the findings of the analyses presented in Chapter 6.

5.6 ETHICAL CONSIDERATIONS

The study was aligned to the ethical policy and Standard Operating Procedure (SOP) of the Faculty of Economic and Management Sciences of Stellenbosch University. Ethics is an array of moral standards proposed by an individual, or group, which presents guidelines regarding the right conduct towards exploratory subjects, i.e. respondents (De Vos, Strydom, Fouche & Delport, 2011:115). Moral rules serve as guidelines and a premise upon which every researcher assess his conduct (Henning, Van Rensburg & Smit, 2013:74).

The researcher notified participants that their participation is completely voluntary, they were subsequently entitled to withdraw from participating in this research at any time. Participants were introduced to the background of the study, the aims and objectives and the estimated time of the interviews. Subjects were informed about the purpose of the study, the procedures that would be used to collect the data and assured that there were no potential risks or costs involved. All participants were ensured that they could withdraw at any time without any negative consequences.
With informed consent participants were assured that the research would be based on sound methodological principles of care, integrity, professionalism and confidentiality. Informed consent implied: providing assurance to the participants that: (1) they should feel free to make an independent decision and to either participate or withdraw without fear of negative consequences, (2) there would be a cultural sensitivity towards their background, (3) interviews would be conducted in a convenient and comfortable location, (4) they would be given the opportunity to express their thoughts.

The researcher pledged to not use the research data and findings for personal benefit. The primary ethical consideration is to apply strict ways in dealing with all the information thus protecting information obtained during the research, with the research findings solely being used for the academic purpose as stipulated.

Anonymity and confidentiality were maintained throughout the study. In this study anonymity was ensured by not disclosing the subject’s name on the questionnaire and research reports and detaching the written consent from the questionnaire. Confidentiality promised to subjects means that the information they provided will not be publicly reported in a way that identifies them. In this study, confidentiality was maintained by keeping the collected data confidential and not revealing the subjects’ identities when reporting or publishing the study. No identifying information was entered in the questionnaires.

All research data was stored on a password protected external drive and will be retained for a minimum of 5 years after the completion of this study. After the 5-year period the researcher will make use of data destruction software to overwrite the space on the device with random data until all data is irretrievable. This will ensure the data is reliably erased after the retention period.
5.7 CONCLUSION

Explicated in this specific chapter was the research procedures, design and methodology as well as the manner in which these were applied in an attempt to outline the particular research plan for this research venture. The research design and methodology followed by the researcher was both quantitative and qualitative in nature. The essential primary data was gathered by means of a questionnaire and interviews. The questionnaire was essentially employed to gather part of the critical primary data which represents quantitative data. The semi-structured interviews were employed to gather valuable primary data which represents the qualitative data. Ethical considerations were conversed since the researcher took into consideration the fundamental ethical measures for this specific study. In addition, the researcher liaised with the Department for permission to conduct this study, with permission granted by senior management. The research results and findings will be the focus of the succeeding chapter.
CHAPTER 6: PRESENTATION AND DISCUSSION OF THE FINDINGS AND RESULTS

6.1 INTRODUCTION

The preceding chapter of the thesis outlined the research methodology and design employed for this research venture. All information that was presented and conferred in the earlier chapters serve as the foundation (background) against which the content of this section is presented and construed, which is based on the empirical analyses that were conducted.

The data was obtained from an online survey administered to all employees within DotP as well as interviews with three (3) key senior managers dealing with TM. To begin with, the descriptive statistics computed for the research will be presented. The information gathered will also be rendered in a narrative form that includes the description and analysis of data. Accordingly, this chapter consists of results from the research, which are provided in a structured flow, with each section reporting results from the respective research phase of data collection.

6.2 PHASE 1: QUANTIFICATION OF RESPONDENTS’ PERCEPTIONS

This phase of the research consists of an online questionnaire distributed via e-mail to all 1 056 employees within the DotP, with 350 complete responses received resulting in a response rate of approximately 33 percent. All 350 responses received (33 percent) were valid responses. Online questionnaires are an important research method for collecting research data that are unavailable from other sources. However, response rates to online questionnaires have been declining over the last 30 years ((National Research Council, 2013:17). According to the National Research Council (2013:17), the response rate for online surveys have fallen over the last two decades, from 67 percent in 1995 to about 30 percent in 2014. A number of possible explanations have been proposed for the growing problem of non-response to survey research including greater time pressures, the increasing number of surveys in circulation, survey fatigue and privacy concerns (National Research Council, 2013:18).
The response rate itself does not mean anything about the quality of the survey or data. The response rate of 33 percent for this research is average and acceptable for the purpose of the research. In terms of generalisation, the response rate of 33 percent do jeopardise attempts to generalise findings in an adequate way to some degree. Nevertheless, with 350 out of the 1056 employees completing the questionnaire the response rate for this research corroborate with the research findings of the National Research Council (2013).

The table below depicts the number of online questionnaires circulated within all directorates of the DotP and the number of valid questionnaires completed. The response rate of this specific study as outlined above is presented in the table below.

Table 6.1: Phase 1 response rate

<table>
<thead>
<tr>
<th>PHASE 1: QUANTITATIVE DATA</th>
<th>Questionnaires Distributed</th>
<th>Questionnaires Completed</th>
<th>Response Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 056</td>
<td>350</td>
<td>33</td>
</tr>
</tbody>
</table>

6.2.1 General Information

This segment’s purpose was to gather biographical data along with other general information from the participants, which is presented in the sections below. The biographical characteristics of the 350 respondents to the questionnaire as well as the three (3) interviewees are presented in the succeeding section.

6.2.1.1 Demographic profile

The demographic information of the respondents has been included as it may influence responses, subsequently providing a more in-depth understanding and interpretation of the results.

a) Gender distribution of respondents

It was requested that participants give an indication of their gender. A breakdown of the gender distribution is presented in the figure below. As revealed in Figure 6.1, 51.5 percent of those who participated and completed the questionnaire are female, while 48.6 percent are male.
Figure 6.1: Gender of the respondents (N=350)

b) Age of respondents

Respondents were requested to give an indication of the age group in which they fall. These results obtained are presented as below.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Male</th>
<th>Female</th>
<th>Male %</th>
<th>Female %</th>
<th>Age Group %</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 years and below</td>
<td>33</td>
<td>39</td>
<td>9.4</td>
<td>11.2</td>
<td>20.6</td>
</tr>
<tr>
<td>26 – 34 years</td>
<td>41</td>
<td>56</td>
<td>11.7</td>
<td>16</td>
<td>27.7</td>
</tr>
<tr>
<td>35 – 44 years</td>
<td>59</td>
<td>45</td>
<td>16.9</td>
<td>12.8</td>
<td>29.7</td>
</tr>
<tr>
<td>45 years and older</td>
<td>37</td>
<td>40</td>
<td>10.6</td>
<td>11.4</td>
<td>22</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>170</strong></td>
<td><strong>180</strong></td>
<td><strong>48.6</strong></td>
<td><strong>51.4</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The data depicted in Table 6.2 summarises the age distribution of respondents. As outlined, approximately a fifth of all respondents (33 males and 39 females) are in the age group 25 and below, while 41 males (11.7 percent) and 56 females (16 percent) are 26 – 34 years of age. Just under a third (29.7 percent) of the respondents are in the age group 35 – 44 years (59 males and 45 females), with 22 percent (37 males and 40 females) being 45 years or older.
c) Service years of respondents

The researcher requested respondents to indicate their years of service within the DotP as this gives an indication of the respondents’ inside knowledge of the organisation. The service years of respondents working within the DotP is depicted below.

Table 6.3: Respondents’ years of service within the Department

<table>
<thead>
<tr>
<th>Service Years</th>
<th>Male</th>
<th>Female</th>
<th>Male %</th>
<th>Female %</th>
<th>Service Years Category %</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 5 years</td>
<td>43</td>
<td>41</td>
<td>12.3</td>
<td>11.6</td>
<td>24</td>
</tr>
<tr>
<td>6 – 10 years</td>
<td>53</td>
<td>62</td>
<td>15.1</td>
<td>17.8</td>
<td>32.9</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>74</td>
<td>77</td>
<td>21.1</td>
<td>22</td>
<td>43.1</td>
</tr>
<tr>
<td>TOTAL</td>
<td>170</td>
<td>180</td>
<td>48.5</td>
<td>51.4</td>
<td>100</td>
</tr>
</tbody>
</table>

From Table 6.3 above, it can be seen that respondents with 0 to 5 years’ service represent approximately 24 percent, whilst 33 percent have between 6- and 10-years’ experience within DotP. The table exhibits that 43.1 percent of respondents have worked within the DotP for more than 10 years, giving an indication that these individuals have good inside knowledge and thus have the capacity to articulate TM processes of the Department.
d) *Category of position within the DotP*

**Table 6.4: Category of position of respondents**

<table>
<thead>
<tr>
<th>Category of position within the Department (n=350)</th>
<th>Male</th>
<th>Female</th>
<th>Male %</th>
<th>Female %</th>
<th>Category %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management (Levels 13-16)</td>
<td>12</td>
<td>13</td>
<td>3.43</td>
<td>3.71</td>
<td>7.14</td>
</tr>
<tr>
<td>Highly Skilled Supervision (Levels 9-12)</td>
<td>97</td>
<td>88</td>
<td>27.7</td>
<td>25.14</td>
<td>52.84</td>
</tr>
<tr>
<td>Highly Skilled Production (Levels 6-8)</td>
<td>43</td>
<td>54</td>
<td>12.29</td>
<td>15.43</td>
<td>27.72</td>
</tr>
<tr>
<td>Skilled (Levels 3-5)</td>
<td>17</td>
<td>22</td>
<td>4.86</td>
<td>6.29</td>
<td>11.15</td>
</tr>
<tr>
<td>Lower Skilled (Levels 1-2)</td>
<td>1</td>
<td>3</td>
<td>0.29</td>
<td>0.86</td>
<td>1.15</td>
</tr>
</tbody>
</table>

As revealed by Table 6.4, the majority (52.84 percent) of respondents represent the highly skilled supervision category (levels 9-12), 27.73 percent represent the highly skilled production category within the DotP, and approximately 7.14 percent of respondents are senior managers. The other two categories (skilled and lower skilled) together are approximately 12.30 percent, with 43 respondents completing the questionnaire.

**6.2.2 Talent Management**

The central goal of this research venture was to explore TM processes and talent retention within DotP. To encapsulate this, participants were requested to score the Department’s TM processes on a Likert scale.

This Likert scale ranged is from 1 to 5. As suggested by Babbie (1998:382), at times it is beneficial to collapse the response categories as it may reveal clearer patterns or trends in the data. The researcher deemed it prudent to combine ‘strongly agree’ and ‘agree’ (outlining these as ‘agree’), and ‘strongly disagree’ and ‘disagree’ (outlining as ‘disagree’) as this reveals more interpretable results.
The TM processes, in addition to other aspects pertaining to TM, to which respondents were requested to respond were the following: talent planning, talent acquisition, performance management, training and development, compensation and reward, succession planning and talent retention. The tables that follow in this section demonstrate the frequency distribution of responses towards the statements dealing with TM and its processes within the Department. The succeeding segments encapsulate the responses acquired from the general evaluation of statements.

6.2.2.1 Talent planning

This section examines the significance of planning for talent from the strategic level in order to ensure that the best talent is sourced at DotP. With respect to this facet, all respondents were requested to give an indication as to their extent of agreement with various facets explored under talent planning. The table below depicts the responses of the officials regarding talent planning within the Department.

Table 6.5: Descriptive figures for talent planning construct elements (n=350)

<table>
<thead>
<tr>
<th>Talent Planning</th>
<th>Agree (%)</th>
<th>Neutral (%)</th>
<th>Disagree (%)</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Talent management is deemed imperative and a high priority in the Department’s overall strategic planning process.</td>
<td>23.71</td>
<td>25.43</td>
<td>50.86</td>
<td>3.41</td>
<td>1.33</td>
</tr>
<tr>
<td>2. The Department regularly analyses talent needs.</td>
<td>11.71</td>
<td>24.57</td>
<td>63.71</td>
<td>3.79</td>
<td>1.05</td>
</tr>
<tr>
<td>3. Thorough planning is done by the Department with regards to Talent Management.</td>
<td>12</td>
<td>24.29</td>
<td>63.71</td>
<td>3.79</td>
<td>1.07</td>
</tr>
<tr>
<td>4. The Department is doing enough with regards to talent planning and making talent a strategic priority.</td>
<td>8.29</td>
<td>18.29</td>
<td>73.43</td>
<td>4.01</td>
<td>0.99</td>
</tr>
<tr>
<td>5. The Department has a clear talent management strategy.</td>
<td>9.43</td>
<td>30</td>
<td>60.57</td>
<td>3.85</td>
<td>1.07</td>
</tr>
<tr>
<td><strong>AVERAGE</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>3.77</strong></td>
<td><strong>1.10</strong></td>
</tr>
</tbody>
</table>
Figure 6.2: Employee perspectives relating to talent planning within DotP

An analysis of the table and figure above show the following: Approximately 50.86 percent of all respondents disagree with the statement that TM is deemed imperative and a high priority in the overall strategy of the Department, while less than a quarter (23.71 percent) agree.

A quarter (25.43 percent) of respondents are neutral in this regard. 63.71 percent of the total respondents are of the opinion that the Department does not regularly analyse its talent needs. Similarly, 63.71 percent feel that the DotP is not doing thorough planning when it comes to TM.

Almost three quarters, representing 73.43 percent of respondents, feel that the Department is not doing enough with regards to talent planning and not making talent a strategic priority, with a meagre 8.29 percent feeling enough is being done by the Department. Only 9.43 percent of respondents believe that the Department has a clear TM strategy in place, with 30 percent being neutral and thus undecided with regards to this statement. The majority, representing 60.57 percent, are in disagreement with the specific statement. The view of these individuals is that there is no clear TM strategy.

Table 6.5 above, which shows descriptive statistics in terms of talent planning, provides the mean and standard deviation for each statement on the talent planning variable. The aggregate mean of 3.77 for planning means that planning as a factor of TM has not been well administered and managed as a strategy of TM at DotP.
TM has a high priority in DotP’s strategic planning, and DotP regularly analyse its talent needs scored a mean of 3.41 (standard deviation of 1.33) and 3.79 (standard deviation of 1.05) respectively. The Department do thorough planning and DotP makes talent a strategic priority scored a mean of 3.79 (with standard deviation of 1.07) and 4.01 (standard deviation of 0.99) respectively. In terms of the statement “the Department has a clear TM strategy”, the mean score is 3.85 with a standard deviation of about 1.07.

The high mean scores for all statements regarding talent planning within DotP reveal the perception amongst employees that talent planning is deemed less important than most other business priorities. The lack of talent planning within DotP deduced from the results needs urgent attention by management.

6.2.2.2 Talent acquisition

In this segment, respondents were requested to score the Department in terms of its talent acquisition processes. Table 6.6 and Figure 6.3 below exhibit descriptive statistics on the subject of talent acquisition.

Table 6.6: Descriptive figures for the talent acquisition construct elements (n=350)

<table>
<thead>
<tr>
<th>Talent Acquisition</th>
<th>Agree (%)</th>
<th>Neutral (%)</th>
<th>Disagree (%)</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 The acquisition processes provide the Department with an extensive pool of talents to choose from.</td>
<td>19.14</td>
<td>34</td>
<td>46.86</td>
<td>3.48</td>
<td>1.15</td>
</tr>
<tr>
<td>12 The total benefit package the Department offered to prospective employees is attractive.</td>
<td>34.57</td>
<td>34</td>
<td>31.43</td>
<td>3.02</td>
<td>1.18</td>
</tr>
<tr>
<td>13 The structure of the induction programme is structured well, subsequently helping new employees to settle in with ease.</td>
<td>26.29</td>
<td>30.57</td>
<td>43.14</td>
<td>3.34</td>
<td>1.22</td>
</tr>
<tr>
<td>14 The Department’s acquisition process succeeds in selecting and acquiring the best talent.</td>
<td>17.14</td>
<td>26</td>
<td>56.86</td>
<td>3.68</td>
<td>1.23</td>
</tr>
<tr>
<td><strong>AVERAGE</strong></td>
<td></td>
<td></td>
<td></td>
<td>3.38</td>
<td>1.19</td>
</tr>
</tbody>
</table>
Figure 6.3: Employee perspectives pertaining to talent acquisition within DotP

As indicated in Table 6.6, the perception of 46.86 percent of all respondents is that the Department’s acquisition processes employed do not allow for extensive selection of talent. Almost a fifth (19.14 percent) feel that the current acquisition processes allow for extensive selection of talent whereas just over a third (34 percent) of respondents are neutral, hence indecisive on this statement. With regards to the remuneration package and attractiveness thereof, participants responded as follows: just over a third (34.57 percent) is of the viewpoint that the remuneration advertised is sufficiently attractive to lure talented individuals to the Department, 34 percent are neutral and just under a third (31.54 percent) are in agreement and thus view the remuneration to be adequate in attracting talent to the Department.

Of all employees who completed the questionnaire, 43.14 percent disagree, thus these employees are of the viewpoint that the current induction programme is not adequately structured for new individuals to settle in with ease. Just over a quarter of total respondents felt the opposite, saying the structure of the induction programme contributes and helps new employees settle in with ease, which can help these individuals become productive much faster. Only 17.14 percent of total respondents indicate their confidence that the Department’s acquisition process succeeds in selecting the best talent, while 56.86 percent do not feel confident. Just over a quarter of respondents (26 percent) are neutral, and thus indecisive regarding this issue.
Table 6.6 above indicates that there is generally a poor score from respondents regarding talent acquisition at DotP. The aggregate mean is 3.38 which is above the acceptable level, with a standard deviation of 1.19. This then shows that the factor recruitment has been unsatisfactorily administered as a strategy of TM at the Department.

The highest score was that the acquisition process of DotP succeeds in selecting and acquiring the best talent which had a mean of 3.68 and a standard deviation of 1.23. The empirical results (a mean of 3.48 and standard deviation of 1.15) revealed that the present acquisition process do not provide the Department with a great pool of talent to fill vacancies. A total benefit package advertised by DotP succeeds in attracting potential talent (mean 3.02 and standard deviation is 1.18). Additionally, empirical results revealed that the Department’s induction courses were not well structured, indicated by a mean of 3.34 and a standard deviation of 1.22. These show that the Department has done well in some aspects of TM and not so well in others.

If the Department wishes to acquire a well talented workforce, a key factor to achieving this is for the Department to employ a robust technique to source the required talent as mentioned in 2.2.3.2 of the literature review.

Talent acquisition begins with advertising in different types of media to attract the right candidates. This should be preceded by a skills audit to identify the gaps that exist in the organisation. The acquisition process itself must be extensive to ensure that the best candidate is chosen.

6.2.2.3 Performance management

As outlined in 2.2.3.4 of chapter 2, the performance management activity is about aligning individual objectives to the overall organisational strategy. Participants were presented with various statements pertaining to performance management in order to gauge how employees perceive performance management within the Department. The descriptive figures (scores) for the performance management construct elements are outlined in both Table 6.7 and Figure 6.4.
Table 6.7: Descriptive figures for the performance management construct elements (n=350)

<table>
<thead>
<tr>
<th>Performance Management</th>
<th>Agree (%)</th>
<th>Neutral (%)</th>
<th>Disagree (%)</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Performance targets and review dates are clearly communicated to staff members.</td>
<td>52.29</td>
<td>22.29</td>
<td>25.43</td>
<td>2.66</td>
<td>1.27</td>
</tr>
<tr>
<td>2. The performance review essentially focusses on comprehensively evaluating my competencies and abilities.</td>
<td>33.14</td>
<td>26.86</td>
<td>40</td>
<td>3.15</td>
<td>1.26</td>
</tr>
<tr>
<td>3. Ample opportunities are given to discuss my performance appraisal and supervisors provide comprehensive feedback on my performance.</td>
<td>46.29</td>
<td>22.86</td>
<td>30.86</td>
<td>2.81</td>
<td>1.31</td>
</tr>
<tr>
<td>4. There is alignment between my personal objectives and the goals of the Department.</td>
<td>43.43</td>
<td>28.57</td>
<td>28</td>
<td>2.79</td>
<td>1.23</td>
</tr>
<tr>
<td>AVERAGE</td>
<td></td>
<td></td>
<td></td>
<td>2.85</td>
<td>1.26</td>
</tr>
</tbody>
</table>

Figure 6.4: Employee perspectives about performance management
Over half of the total of individuals that completed the questionnaire indicate they are happy with the manner targets and respective due dates are communicated. 22.29 percent are neutral in this regard and 25.43 percent, representing a quarter of respondents, disagree with the statement thus indicating they are of the viewpoint that targets and due dates are not clearly communicated. As indicated in Table 6.7 and Figure 6.4, 40 percent are of the view that the performance review does not focus on the competencies and abilities of the individuals whereas 33.14 percent are in agreement with the statement.

The percentage of 46.29 shows that there is definitely room for improvement, as less than half of all respondents feel supervisors/managers are doing enough to fully discuss performance appraisals with employees, and that valuable feedback is given by supervisors/managers. The results after the administration of the questionnaire show that 43.43 percent of respondents’ personal objectives are aligned with those of the DotP, in contrast 28 percent indicate that there is misalignment between their personal objectives and the goals of the Department.

The performance review essentially focusses on comprehensively evaluating my competencies and abilities had the highest support with a mean of 3.15 and standard deviation of 1.26. Performance management was relatively well scored, it would serve as a good measure for staff development if managers would use the weak areas of employees in the appraisal as an indication of further development needs.

In essence, comprehensive discussions regarding performance creates a shared understanding about what is to be achieved and how it is to be achieved. As outlined in 2.2.3.4, the purpose for conducting this review is to nurture the talent of individuals so that they reach their full potential.

In light of the positive response in terms of performance management, it is hoped that other variables would also be given the attention they deserved in order to make a holistic impact on staff development at DotP. Performance management has an important part to play in developing a positive psychological contract. In addition, performance management can enable greater identification of employees with high potential and is a critical component of effective succession planning.
6.2.2.4 Compensation and reward

The rewards and recognition system serves as an important component to building and retaining talent in an organisation. A number of statements were explicitly posed to respondents to gain their perspectives on compensation and reward within the Department. These statements were explicitly posed to ascertain whether employees feel the remuneration received for their respective positions/levels are competitive and measure up to market rates, and whether the remuneration received contributes to their retention within the Department. The table and figure below present the employee perspectives with respect to compensation and reward.

Table 6.8: Descriptive figures for the compensation and reward construct elements (n=350)

<table>
<thead>
<tr>
<th>Compensation and Reward</th>
<th>Agree (%)</th>
<th>Neutral (%)</th>
<th>Disagree (%)</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The remuneration package (incl. benefits) is attractive and compares well with the rest of the market.</td>
<td>41.14</td>
<td>24</td>
<td>34.86</td>
<td>2.98</td>
<td>1.3</td>
</tr>
<tr>
<td>2. The salary package is adequate to my levels</td>
<td>33.71</td>
<td>21.14</td>
<td>45.14</td>
<td>3.24</td>
<td>1.32</td>
</tr>
<tr>
<td>3. The remuneration packages contribute greatly towards my retention in the Department.</td>
<td>30.86</td>
<td>27.71</td>
<td>41.43</td>
<td>3.24</td>
<td>1.26</td>
</tr>
<tr>
<td>4. The Department provides great incentives for excellent performance.</td>
<td>15.14</td>
<td>19.14</td>
<td>65.70</td>
<td>3.91</td>
<td>1.16</td>
</tr>
<tr>
<td>AVERAGE</td>
<td></td>
<td></td>
<td></td>
<td>3.34</td>
<td>1.26</td>
</tr>
</tbody>
</table>
Figure 6.5: Employee perspectives pertaining to compensation and reward

From the study findings in Table 6.8, 41.14 percent of employees that completed the questionnaire are of the view that the remuneration packages, including the benefits offered, are attractive and compares well with the rest of the market.

In contrast, a third (34.86 percent) is of the opinion that the remuneration is inadequate and does not compare well with that offered by the rest of the market. Almost a quarter (24 percent) are neutral in this regard. A large percentage (45.14 percent) of respondents feel that the remuneration received for their level/position within the Department is not enough, while a third indicate the remuneration is adequate.

Considering the following statement: “The remuneration packages contribute greatly towards my retention in the Department”, 41.43 percent disagree with this statement. In contrast, 30.86 percent agree. 65.70 percent are of the opinion that the incentives received for excellent performance is inadequate whereas 15.14 percent consider the incentives offered as adequate.

The above table shows there is generally a high score from the respondents regarding compensation and rewards at DotP. The average mean is 3.34, which is above the acceptable level of 3. This shows that the factor compensation and rewards has not been well administered at the Department. The research results in terms of talent training and development is analysed and discussed below.
6.2.2.5 Talent training and development

In this segment, respondents were requested to score if the Department has a genuine interest in encouraging and promoting learning and development of employees, whether supervisors/managers make decisions that are objective pertaining to the development needs of individuals and if these supervisors/managers effectively create developmental opportunities for employees. Table 6.9 reveals the viewpoint of respondents regarding training and development within the DotP.

Table 6.9: Descriptive figures for talent training and development construct elements (n=350)

<table>
<thead>
<tr>
<th>Talent Training and Development</th>
<th>Agree (%)</th>
<th>Neutral (%)</th>
<th>Disagree (%)</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Department’s capacity building strategy and policy aim to promote a learning culture.</td>
<td>34.14</td>
<td>30.57</td>
<td>34.29</td>
<td>3.09</td>
<td>1.26</td>
</tr>
<tr>
<td>2. The capacity building (training and development) policy clearly define the training procedure, individual responsible for this aspect and how often it should be done.</td>
<td>28</td>
<td>37.43</td>
<td>34.57</td>
<td>3.13</td>
<td>1.14</td>
</tr>
<tr>
<td>3. To ensure transparency the policy has been circulated and discussed.</td>
<td>34.57</td>
<td>28</td>
<td>37.43</td>
<td>3.07</td>
<td>1.24</td>
</tr>
<tr>
<td>4. There is a genuine interest to foster and promote capacity building.</td>
<td>27.71</td>
<td>23.43</td>
<td>48.86</td>
<td>3.33</td>
<td>1.31</td>
</tr>
<tr>
<td>5. The Department actively creates developmental opportunities for employees.</td>
<td>22</td>
<td>26.29</td>
<td>51.71</td>
<td>3.44</td>
<td>1.26</td>
</tr>
<tr>
<td>AVERAGE</td>
<td></td>
<td></td>
<td></td>
<td>3.21</td>
<td>1.24</td>
</tr>
</tbody>
</table>
As per the results presented in Table 6.9 and Figure 6.6, just over a third of respondents (34.14 percent) are in agreement and indicate they perceive the Department’s training and development policy as aiming to promote a learning culture.

Furthermore, just over a third perceive that the abovementioned policy does not aim to promote learning within the organisation. The perception of 34.57 percent is that the policy does not define things as clearly as it should, which includes the training procedures and person responsible. In contrast, 28 percent is of the opinion that the policy does define various aspects clearly with more than a third (37.43 percent) being neutral in this regard.

Almost half of all respondents (48.86 percent) feel that the Department is not showing a genuine interest in fostering and promoting learning and development in individuals whereas 27 percent are in agreement with the fourth statement in Table 6.9 and believe the DotP shows a genuine interest in the development of individuals. More than half of the total respondents are of the view that the Department is not actively creating developmental opportunities for individuals, with just over a fifth (22 percent) being of the view that the Department is actively creating opportunities for individuals to develop further.

Table 6.9 indicates that there is a general agreement by the respondents that talent training and development, as a factor of TM, has been administered below average at DotP. The average mean of 3.21 and standard deviation of 1.24 indicate that respondents are dissatisfied and agree that the
factor talent training and development has been unsatisfactorily administered as a strategy of TM at the Department. This is an indicator that DotP is somewhat disinclined to invest in the development of talent.

6.2.2.6 Succession planning

Succession planning, being both a systematic and strategic approach to identify and develop a pool of talented individuals, is an imperative part of TM. To gauge perceptions on the topic of succession planning, various statements were presented to participants. A synopsis of the responses is presented in Table 6.10 and Figure 6.7.

Table 6.10: Descriptive figures for succession planning construct elements (n=350)

<table>
<thead>
<tr>
<th>Succession Planning</th>
<th>Agree (%)</th>
<th>Neutral (%)</th>
<th>Disagree (%)</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Department has included succession planning in the strategic planning process.</td>
<td>12.29</td>
<td>33.71</td>
<td>54</td>
<td>3.69</td>
<td>1.11</td>
</tr>
<tr>
<td>2. The Department regularly evaluates and manages employees’ performance.</td>
<td>46</td>
<td>28.57</td>
<td>25.43</td>
<td>2.75</td>
<td>1.16</td>
</tr>
<tr>
<td>3. Supervisors are responsible and are held accountable for coaching and developing (capacity building) to prepare high performers/high potential individuals for future positions.</td>
<td>22.86</td>
<td>23.43</td>
<td>53.71</td>
<td>3.53</td>
<td>1.24</td>
</tr>
<tr>
<td>4. The Department identifies potential talent and develops those employees for future roles (management, senior).</td>
<td>13.43</td>
<td>16.86</td>
<td>69.71</td>
<td>3.96</td>
<td>1.15</td>
</tr>
<tr>
<td>AVERAGE</td>
<td></td>
<td></td>
<td></td>
<td>3.48</td>
<td>1.16</td>
</tr>
</tbody>
</table>
As depicted by Table 6.10 and Figure 6.7 above, only 12.29 percent of respondents agree that the Department includes succession planning in the strategic planning process.

More than half of all respondents (54 percent) disagree with the first statement in Table 6.10 and are of the view that the DotP does not include succession planning in their strategic process. As shown in Figure 6.7, the majority of the respondents (representing 46 percent) are of the opinion that the Department regularly evaluates and manages employees’ performance, whereas a quarter (25.43 percent) say it is not done regularly. Out of the total number of respondents, 53.71 percent feel that supervisors/managers within the organisation are not held accountable for the coaching and development of team members.

In contrast, 22.86 percent agree with the statement presented and are of the opinion that supervisors are indeed held accountable for the coaching and development of subordinates, with almost a quarter being neutral in this regard. A majority of respondents, about 69.71 percent, say the Department fails to identify potential talent with the intention to develop these individuals for future roles, whereas a meagre 13.43 percent state the DotP does identify talent and create capacity building opportunities to develop this talent for the future. The mean of 3.96 substantiates this.

The findings signify that team leaders at DotP are not held accountable for coaching and that succession planning is needed in the planning process of the organisation. Furthermore, there is little identification of potential talent and staff development for future positions at management
level. The average mean of 3.48 and standard deviation of 1.16 indicate that respondents agree that the factor succession planning is not integral in the overall TM strategy of the Department. The lack of succession planning for employees deduced from the results needs urgent attention by management.

### 6.2.2.7 Talent retention

**Table 6.11: Descriptive figures for talent retention construct elements (n=350)**

<table>
<thead>
<tr>
<th>Talent Retention</th>
<th>Agree (%)</th>
<th>Neutral (%)</th>
<th>Disagree (%)</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Employee engagement is a significant factor in talent retention.</td>
<td>72</td>
<td>15.71</td>
<td>12.29</td>
<td>2.01</td>
<td>1.16</td>
</tr>
<tr>
<td>2. Compensation and reward management contribute to talent retention within the Department.</td>
<td>65.14</td>
<td>18</td>
<td>16.86</td>
<td>2.21</td>
<td>1.25</td>
</tr>
<tr>
<td>3. Training and development opportunities positively contribute to the retention of talent.</td>
<td>64</td>
<td>18</td>
<td>18</td>
<td>2.24</td>
<td>1.25</td>
</tr>
<tr>
<td>4. Performance management is important for talent retention.</td>
<td>66.57</td>
<td>21.43</td>
<td>12</td>
<td>2.15</td>
<td>1.18</td>
</tr>
<tr>
<td>5. Succession planning for all leads to retention of talented employees.</td>
<td>61.14</td>
<td>20.86</td>
<td>18</td>
<td>2.28</td>
<td>1.28</td>
</tr>
<tr>
<td>6. The Department’s retention efforts are adequate to retain top talent in the workplace.</td>
<td>13.71</td>
<td>23.43</td>
<td>62.86</td>
<td>3.83</td>
<td>1.15</td>
</tr>
<tr>
<td><strong>AVERAGE</strong></td>
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<td><strong>2.45</strong></td>
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Through talent retention an organisation strives to keep productive and talented individuals within the structures of the organisation for as long as possible in order for it to achieve its objectives. The table below clearly exhibits the results for the various statements presented to respondents pertaining to talent retention, which is one of the elements in the TM process.
A number of aspects were assessed under talent retention. An analysis of the table and figure above show the following:

As depicted in Table 6.11 and Figure 6.8 above, a great number of respondents (approximately 65.14 percent) believe compensation and reward management contribute to talent retention, with 16.86 percent disagreeing with the statement. As per the results outlined in the above table, a large number of respondents (64 percent) is of the opinion that training and development opportunities positively contribute to the retention of talent. 18 percent feel the opposite, saying that it does not positively contribute to talent retention. The same number of individuals (18%) are neutral in this regard.

A third of the total, is of the view that performance management is imperative for talent retention. When presented with the statement that talent planning is a significant factor in talent retention, the majority of the total respondents (72 percent) agree that it is indeed an important factor. In contrast to this, 12.29 percent are of the opinion that it is not, with 15.71 percent are neutral in this regard. As shown in Table 6.11, 61.14 percent agree and are of the opinion that succession planning for all leads to the retention of talented employees, with 18 percent disagreeing with this statement. Disturbingly, almost two-thirds of all respondents note that the effort made by the Department to retain its top talent is inadequate whereas only 13.71 percent consider the Department’s effort adequate.

Figure 6.8: Employee perspectives pertaining to talent retention within DotP
These results may indicate important aspects that the Department needs to look at when revising its talent retention strategies. The above variables have been extensively examined to help the reader to understand the factors relating to TM and how these factors have been administered as strategies to manage and retain talent at DotP.

6.2.4 Summary of the findings

The objective of the study was to explore TM processes and talent retention at DotP. The data was collected by use of a questionnaire and semi-structured interviews dealing with various aspects of TM. The findings show that the questionnaire was administered to all the employees within the Department, 1 056 to be exact. Out of the 1 056 distributed, 350 individuals completed the questionnaire which represented a response rate of about 33 percent of the total. The findings indicate that all the components within the Department were represented, taking into consideration the generalisation of the research findings. The findings of the study also point out that employees employed at various levels within the Department were involved in the research. This shows that different levels had varying experience when it comes to the research construct.

From the research findings 43.1 percent were found to have more than 10 years’ work experience, with about 32.9 percent having more than six years’ experience within the Department. Therefore, they could provide comprehensive information about TM practices in the organisation. The study concluded that employees of all ages participated in the research therefore the organisation should plan for talent in a way that takes care for both the present and future requirements of the organisation.

The findings show that although there is a TM strategy the implementation of the strategy is poor and there is limited alignment with business strategy. Furthermore, DotP’s talent acquisition process was found to be embraced as the company promotes both internal and external acquisition process although employees view the process to be weak and that it does not allow the Department to employ the best talent and improve its pool of talented employees.

The following segment elucidate the outcomes of the qualitative data obtained from the semi-structured interviews regarding TM and its effect on talent retention within the DotP.
6.3 PHASE 2: QUALITATIVE FINDINGS FROM INTERVIEWS

After the completion of the questionnaires in the first phase, interviews were held with three (3) individuals holding senior management positions within DotP. This segment therefore places emphasis on the qualitative findings from the interview process. The central goal of the interviews was to gain additional perspective and insight with regard to TM and talent retention, and to assist in identifying possible shortcomings or gaps. The overall responses gathered from the semi-structured interviews are outlined below:

6.3.1 What do you understand by talent management, what does it entail?

Each senior manager presented to the researcher their view of what TM entails, with the findings showing great similarities regarding TM. Manager A stated:

DotP’s TM is an annual process and continue to describe their TM as quite traditional. The Department’s focus is to have present key positions and future key positions clearly defined, while having the right people in the right place. Nonetheless, the concept is not confined to just recruiting the right individual at the right time, it also extends to discovering the hidden and unusual talents (qualities) of employees and developing and nurturing them to get the desired results. Employing the best talent may be a great concern for institutions at present, however, retaining them and in particular, transitioning these talented individuals according to the culture of the institution and ultimately getting the best out of them should in actual fact be of a bigger concern. There is not solely one important aspect of TM, the whole process is important. TM is a valued operation. Once expectations are understood the focus can then be on having the right positions with the right competencies in order for these individuals to really add value to the organisation.

Manager B added the following: TM in institutions is not just restricted to attracting talented individuals, however it is a continuous process encompassing attracting, acquiring and developing, retaining as well as elevating these individuals whilst simultaneously meeting the institutions requirements. For example, if an institution wants to compete and attract talented individuals from competitors, it is imperative to offer these individuals something far beyond his/her imagination to join and remain with the institution.
It does not serve the purpose to go to great lengths to only employ an individual, it is fundamental to have an engaged and committed person, an individual that adds value and is truly productive. In essence, TM is an all-inclusive (extensive) process that not only impact the individual’s entry into the institution but also the person’s exit from the institution.

On the subject of TM, Manager C elucidated:

TM to be a systematic approach (process) to attract and ideally select the best talent for the specific position within the Department. It is also about engaging and developing talented individuals, leading and ultimately retaining high potential and high performing individuals to ensure a constant stream of talent flowing into the Department envisioned to improve workforce productivity.

TM includes the identification of critical skills and capabilities required by the Department and then finding the ideal individuals to realise the organisational strategy. To clarify, the Department first distinguish the most important skills required by looking at the skillsets of individuals rather than personal attributes. On the executive level the Department perform audits and use the results obtained as a basis for decisions on future steps. The most important part is to identify the required skills. Essentially, when these are identified it is then important to identify who has the skills and the ability to lead and develop them. It is imperative to attract, develop and retain those individuals with high potential and talent.

The above interviewed senior managers all supported and strengthened the view of Collings, McDonnell and Scullion (2009:6), highlighting the fact that the majority of definitions of TM advocate the need to identify, select and shape talented individuals, in addition ensuring these individuals make a positive contribution for operational effectiveness. The outcomes from the semi-structured interviews additionally affirm Santhoshkumar and Rajasekar’s (2012:39) line of reasoning that TM has a different meaning for every organisation and individual. The next question deals with the role of TM in the functioning of DotP.
6.3.2 Does TM have a significant role to play in the overall functionality of the Department?

What is the contribution of TM?

Manager A replied:

Yes, to us it is evident how TM, the Department’s TM strategy, has made a positive contribution to the overall functionality of the Department. TM is valuable in engaging employees to fully understand their essential capabilities and to create an effective atmosphere (climate) which enable them to underpin, capture and develop these talents into individual productivity.

Manager A stated that the Department’s TM practices provide opportunities for employees to be assigned with new challenges, increasing their motivation and desire. This contributes to better results in terms of performance and could affect the organisation as a whole. “Talent attracts talent”, meaning that it is also a matter of employer image, positioning the company as attractive and as a place where employees can receive challenges and the possibility to develop. Considering this factor, it can be a win-win situation for both employee and employer at best. The challenges are to find systematic approaches and maintaining continuous development, as well as having mutual understanding of what are the criteria, referring to all different areas having a common and systematic way of doing things to avoid fluctuations of criteria in-between functions.

Manager B added:

The Department of the Premier is continuing to pursue high performance and improved results through TM practices, hence the fact that the organisation is taking a holistic approach to talent management. Talent management has indeed made a valuable contribution to the organisational processes and functioning of DotP, for example talent planning and acquisition, amongst others.

Manager C affirmed:

TM is of value to the Department as it helps to ensure the institution has a constant flow of talented individuals who can fill key roles in order for the Department to run its operations and deliver its services smoothly, and essentially, prevent individuals taking on extra work which may cause exhaustion.
There is great correlation between statements made by the senior managers. All concurred and acknowledged that when the DotP performs well, it is mostly because of the skills, competence, enthusiasm and reliability of the human resources within its ranks, together with leaders with excellent leadership skills. The managers reiterated how essential it is to take cognisance of the crucial role employees play in the DotP’s performance, productivity and its effectiveness. Just like other public sector institutions the DotP is constantly facing various challenges, with talent retention being one of the biggest. During the interviews all respondents stated that senior managers, operating at a strategic level, need to give increased precedence to TM because competent, skilled employees are in high demand, especially in the public sector. The managers contend that TM unquestionably enhances organisational performance and effectiveness.

**6.3.3 Is there a fully implemented TM process within the Department? Explain what it intends to achieve.**

As delineated by all respondents, the Chief Directorate: People Management is responsible for TM within DotP, which includes workforce (talent) planning, employee performance management and people management monitoring. One of the three managers concurred that the TM process is totally implemented within the DotP, with the other two stating that, due to several challenges, the Department was until recently unsuccessful in entirely implementing what it has envisioned.

Manager A asserted that TM processes are completely put into practice, which develops talent and provides good incentives for high performing individuals. Manager B affirmed “we [the Department] are doing a good job with regard to implementing TM processes, however constantly looking for improvement”. Manager B acknowledged that TM is not fully implemented, however conceded that the DotP needs to acknowledge talent within the Department. As stated by Manager B, “we [the Department] want to introduce various structures that would encourage it, e.g. training manager programme and skills development programme”.

Manager C’s response was, “talent management is not completely implemented in the Department, however there are performance management programmes as well as performance indicators for specific areas of operation, amongst others”. The overall response in terms of the Department’s TM strategy is that it serves as a supportive tool to improve the performance of employees to
ensure the organisation’s operational effectiveness and success in achieving its intended goal. According to the respondents, employees who are involved in the Department’s TM programme and receive opportunities for personal development are expected to be more innovative.

Respondents cited the countless changes and turbulent times public sector institutions have gone through as the reasons for TM not being fully implemented within DotP. Consequently, this has diverted attention to other aspects deemed as priorities.

The following question deals with the barriers/challenges pertaining to the TM process within DotP.

6.3.4 What are the biggest barriers (typical challenges) pertaining to the TM process in the Department? Elaborate on the influence of these barrier(s)/issue(s).

Manager A replied:

The most significant barrier to TM is a lack of resources. This is followed by a lack of shared understanding of organisational TM requirements. Another barrier to effective TM processes within the Department is the retention of its talented individuals, ensuring that specialised skill development programmes as well as suitable reward structures are in place.

Manager B delineated that DotP’s greatest barriers are time and finance constraints, with the latter being the larger barrier of the two, consequently limiting the overall expenditure on the TM strategy. According to Manager B, executing TM processes smoothly and efficiently under constrained resources, i.e. financial constraints and the dwindling amount of other resources available, is really difficult. Manager B expressed that it is difficult to address all facets of TM in a time-constrained world.

Manager C stated the factors that impede successful TM process within are the legacy of centralised bureaucratic culture as well as the growing complexity of the legal framework (context) government institutions, the public sector, must adhere to and work within. The respondent also acknowledged that “matching needs and requirements is tricky, with managers overlooking the importance of their role in the whole process and losing focus due to other imperative issues”.

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All 3 managers emphasised the fact that making management commit to DotP’s TM strategy can be a challenge. Another key challenge is to be able to clearly communicate the processes or tools in place so that everybody understands what is required and expected of them. The key is to identify aspects that hamper successful implementation of TM to enable the Department to have a focused approach in removing barriers in order to attract and retain talent.

6.3.5 Are the retention and TM strategies the Department has in place effective in retaining talented employees? Elaborate and motivate.

All managers interviewed believe the Department’s TM strategy and efforts to an extent support the retention of talented individuals, nonetheless improvement is needed. Managers were very optimistic about the Department’s effort to keep hold of talent.

According to the managers, the DotP is striving to offer employees a path to greater pay, recognition and responsibility. One talent retention strategy implemented by the Department is tracking retention. Manager B assert, “the retention of talented individuals will not improve if you do not measure it. It is essential because if the institution do not know which individuals are progressing and performing well, and which individuals are not, it will not be able to identify who needs coaching”. According to the managers, tracking retention brings with it many benefits.

“One of the main focus areas of a strong organisation is continuous learning”, said Manager A. According to Manager A it is one of the fundamental elements the Department is looking at improving. Manager A advised: Learning does not stand out as something out of the norm when it’s part of the organisational culture. For instance, a learning-focused institution does not simply arrange periodic workshops separate from the everyday work. The ideal is for learning to be integrated in at least every project, employees are urged to take a plunge and learn by doing, asking for guidance when hitting a roadblock. Manager A is confident that improvement in this area will increase the Department’s retention rate.

Manager C reiterated that education is key to a higher retention rate because employees see DotP’s commitment to capacity building as an investment and a hugely motivating force to remain at the Department. Enhanced employee engagement is one of the identified strategies.
Engaging with employees, inviting their input and ultimately following up on results is an indication to individuals that the Department values them, and possibly increases the likelihood of staff staying within the DotP. Although high levels of employee engagement do not generally equate to lower levels of turnover, there is without a doubt an increased chance of retaining talented individuals at the Department when they are engaged. Increased employee motivation and productivity are some of the benefits experienced as a result of improved employee engagement.

6.3.6 Pertaining to talent retention, which enablers should be in place first to support the retention of talented employees? Motivate your answer.

Manager A stated:

A good approach to retain talent is to consider the appropriate way to compensate your talent and identify what motivates the individual. However, financial compensation is not always the answer. Certain individuals desire to enrich their professional skills, some individuals set their sights on the next level, whilst others might want to be more engaged, give input and participate in, for example, professional conferences. Professional development within the institution, mentoring by a senior manager and exposure to cross-organisational projects is imperative for talent retention.

According to Manager B, enablers that support retention of talented individuals should include elimination of unnecessary barriers within the organisation, increased employee engagement, and offering opportunities for development and continuing education. Manager B further asserted it is important to keep employees informed, ensuring individuals are completely aware of the various education and training options available.

Manager C stated:

The work environment is a critical enabler for the retention of talented employees, with two components being physical and social environment. A working environment that is physically comfortable and socially interactive will bring about more motivated and engaged employees. Employees’ motivation to exert increased effort is influenced considerably by the working environment.
All managers argued that it is imperative to provide coaching and mentoring, and to foster a more inclusive work environment. In terms of performance management as part of TM, they emphasised the importance of providing each employee with the opportunity to express their ideas, concerns, and goals. Managers who solicit employee feedback regularly and encourage open-door policies can respond to employee feedback more directly and effectively. Similarly, employees are more likely to be engaged when they feel that their work is meaningful and their voice is valued. According to the managers, employee feedback can be used to better understand employee goals as well as to provide management with insight into how the organisation as a whole can improve. Participants also identified the importance of using employee feedback to tailor management’s approach to retention efforts.

6.3.7 Is the Department losing good/talented employees, especially to the private sector?

What factors play a leading role in this and what possible solutions do you propose to address this issue?

All three managers concurred that the Department do lose exceptional talent from time to time. Interviewees stated that DotP face stiff competition from both public and private sectors who are trying to attract talented employees to work for them. Manager A stated currently it only happens intermittently as the Department invested heavily in order to retain its talented (valuable) employees. Manager B expressed, the remuneration and opportunities for growth within private sector organisations do attract talent. According to Manager B, it is something the public sector in general has had to deal with for quite some time. Manager B contended that “it is difficult for the Department to make counter offers due to various factors, such as financial constraints”. Manager C stated, “Yes, because of the recruitment system and the high competition with other public and private organisations. Losing talent, those individuals that are truly valuable, is not always good as it affects organisational performance. This affects the ability of the Department, and government as a whole, to deliver excellent service as required to”.

The following question aims to insight into the level of staff turnover within DotP.
6.3.8 Describe the level of staff turnover experienced at the Department of the Premier

The senior managers interviewed affirmed that employee turnover at the Department is not that high, highlighting it as moderate to low. Manager A stated that although the Department is losing talent it is not happening at an alarming pace. On the positive side, there is at least some movement of staff between Directorates within the Department, which is not a bad thing as talent still remains within the Department.

Despite senior managers being of the view that turnover at the DotP is not excessively high, it is still moderate, which is unsatisfactory. This leads to increased emphasis on exit interviews as well as interviews with employees still within the Department.

Meyer, Katz, Knoke, Ludike, Nel, Schenk, Smith, Van Niekerk and Wolfson (2012:319) state that conducting exit interviews is fitting as it allows deeper analysis that reveals and pinpoints root causes as to why employees leave the Department, and essentially identifies and addresses these issues in the system. This contributes to formulating a plan of action and solutions for those issues identified.

6.3.9 What are the main factors, in your opinion, causing employees (talent) to leave the Department?

The perspective of the managers interviewed is that the lack of advancement opportunities is one of the biggest reasons talented employees decide to look for greener pastures and leave. Managers A and B emphasised that a good number of employees look for greener pastures elsewhere as the government system is slow in enabling employees to develop professionally within its structures. Manager A contended, “notwithstanding the limited career paths within public sector institutions, it is essential to highlight that promotion should never be considered as an automatic issue”. Furthermore, the reasons alluded to by the senior managers were job dissatisfaction, work-life balance and lack of talent training and development (opportunities). Manager C stated that several employees criticised the low salary scales within the public sector and feel overworked.
6.5 CONCLUSION

Chapter 6 objectively analysed and elucidated the results from the questionnaire and interviews administered with employees from the DotP. Phase one of the research endeavoured to obtain a quantitative measurement of employees’ perceived evaluation of TM. Phase two of the research concentrated on gaining an abstract understanding and insight of senior management’s perspectives pertaining to TM and the organisational processes. Tables, figures and percentages were used to present the quantitative data.

Factors and aspects of TM influencing talent retention, namely training and development, compensation and/or incentives, performance management and succession planning were addressed in order to gain a better understanding of the state of affairs in DotP pertaining to talent retention. It is clear that the TM processes within DotP are not fully implemented and thus not making the impact envisioned before implementation. This is evident from the results of the data collected during phase 1 and 2. The purpose of the final chapter, Chapter 7, is to summarise and provide recommendations in order for the DotP to improve its TM processes currently employed to further enhance internal talent retention.
CHAPTER 7: RECOMMENDATIONS AND CONCLUSION

7.1 INTRODUCTION

Chapter 7 reflects on the results and findings, as delineated in the preceding chapter, thus presenting a synopsis of the primary aspects explored. The most imperative conclusions from the research are given and explicit recommendations are offered. To conclude, final comments pertinent to this exploratory study are presented.

7.2 SUMMARY OF EMPIRICAL RESEARCH

Chapter one of the research delineate the background, together with the problem statement and objectives of the study. Also outlined in the first chapter is the problem of well-experienced and highly skilled public servants leaving the South African public sector and moving to the private sector. The researcher set out to determine the effects of TM processes on talent retention within the DotP, with Chapter 1 presenting a map of the exploration study so as to guide the reader.

Chapter two delineated a comprehensive literature review pertaining to TM and related aspects. In addition, the second chapter also outlines key concepts within the research objectives. These are characterised and delineated in terms of existing literature, where contemporary TM processes are reflected on in order to contextualise and obtain an understanding of TM and its inherent processes as a strategic imperative, addressing the first objective of this study.

Chapter three presented the legal context for TM in the public sector setting. Addressing the third objective, various legislated Acts and policy guidelines were explored to present the legal context to how various legislations and policies have an effect on TM. The most significant outcome is that, despite TM not being directly addressed in the enacted legislation, there is a clear mandate to institutionalise quality HR practices to essentially maximise and strengthen TM in organisations.

A concise background of the DotP is provided in Chapter four, including the Department’s vision, mission, as well as the functions and responsibilities of its Human Capital Management branch. Analysis of the employee turnover statistics reveal that 36.7 percent of employees exiting the DotP did so through resignation.
Of those individuals that resigned, approximately 3.6 percent cite lack of promitional opportunities for their exit whilst 25.5 percent of those who resigned did so because of the need for career change.

Chapter five delineates the research design and methodology employed in this research venture, which incorporates semi-structured interviews as well as a questionnaire. Chapter six provides the results and the analysis of these results, with the final chapter presenting the most significant outcome of this study, which is the conclusions pertaining to objectives and recommendations.

7.3 EVALUATION OF RESEARCH OBJECTIVES

7.3.1 Objective 1: Explore the concept of TM, subsequently contextualise the importance of TM

The literature review in Chapter Two clarified talent as a concept that refers to the collection of skills, special abilities, characteristics, knowledge and experience that people possess. This study accepted the definition of Khilji & Schuler (2017:400), who suggests that TM is the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilising people with the required skills and aptitude to meet current and future business needs. To state it bluntly, TM entails attracting, developing, retaining and utilising talented people to the advantage of the organisation. Talent must be managed and has become an organisation’s most important asset (Wolor et al., 2020:1244). TM holds many benefits and advantages for the organisation as pointed out in Chapter Two. It can support organisational strategies, reduce expenses, labour costs, improve competitiveness, keep employees satisfied and loyal and ultimately maximise return on investment (Wolor et al., 2020:1244).

Armstrong (2006:395) argues that the overall strategy that an organisation should implement to attract and retain talent should be to become an employer of choice. An employer of choice involves acquiring the best talent for the organisation, motivating employees to improve performance, keeping them satisfied and loyal, developing employees so that they can grow and contribute with their acquired knowledge and skills, contributing to the retention of talented individuals.
7.3.2 Objective 2: Factors imperative to retain talent

Factors imperative to retain talent were discussed in section 2.4 of chapter 2. These factors are developmental opportunities, job satisfaction, employee engagement and organisational commitment. These factors are basically the expectations by employees. These expectations form an unwritten contract referred to as a psychological contract, as delineated in 2.3.1. It is essential to maintain a continuous social psychological contract with employees so as to successfully manage this talent pool to the advantage of both the individuals and the organisation.

The review of various literature outline that training and development programmes help employees to gain more knowledge and skills, and that employees appreciate when the employer provide training and development opportunities on a regular basis. These programmes also contribute to the retention of talented individuals. Section 2.4 gives a synopsis of the factors and the role in talent retention.

7.3.3 Objective 3: Legislative and regulatory framework pertaining to employment and labour relations that influence TM in the Public Service

Chapter Three concluded that the Constitution (2006) requires “good human-resource management and career-development practices, to maximise the cultivation of human potential” and does not address TM in public administration directly. TM is influenced by various legislation, such as the White Paper on Human Resource Management in the Public Service (1997) and other HR related acts as pointed out in Chapter Three. The DPSA Retention Guide present steps that a government institution can take in order to retain their most talented individuals. These retention steps can however not be enforced as every department determines its own skills needs.

7.3.4 Objective 4: Determine whether DotP has a TM strategic orientation

The findings of the study show that some elements of TM are practiced at DotP. However, one could conclude that it is not fully implemented in a manner that has maximum effect on public servants. Furthermore, as outlined in the research findings (quantitative and qualitative) TM as a concept is not fully established at the Department.
While some elements of TM such as talent planning and acquisition, training and development are practiced, there are many other elements to which little or scant attention is paid, as delineated in chapter 6. These TM aspects are ineffectively practiced, with the majority of the respondents indicating that TM practices are not fully implemented.

7.3.5 Objective 5: Overall perceptions and views of employees and managers regarding TM

As outlined by the findings in chapter 6, the perceptions of employees regarding TM within DotP had score ratings indicating TM processes to be poorly implemented, as a matter of fact it has not even been fully implemented since inception. The aggregate means indicating the score ratings for the various TM aspects, as discussed in the literature review in chapter 2, are as follows: talent planning scoring 3.77, with a standard deviation of 1.10; talent acquisition scoring 3.38, with a standard deviation of 1.19; performance management scoring 2.85 (which is good), with a standard deviation of 1.26; talent training and development scoring 3.21, with a standard deviation of 1.24; succession planning scoring 3.48, with a standard deviation of 1.16 and talent retention scoring 2.45 (with standard deviation of 1.21). The score ratings on questions related to talent retention give a clear indication what employees value regarding TM and what factors they deem important for the Department to retain their services.

The aggregate means indicate that the employees at DotP are not happy with the current state of things. More should be done to improve the areas highlighted above and the findings outlined in chapter 6.

7.3.6 Objective 6: Inputs and recommendations with regards to the implementation of TM within DotP

The inputs and recommendations with regard to the implementation of talent management follows in section 7.5 below.
7.4 IMPLICATIONS ARISING FROM FINDINGS AND ISSUES FOR FURTHER RESEARCH

On reflection of the results and analysis, the research has significant theoretical as well as practical implications for TM practitioners, businesses and researchers. From a theoretic viewpoint, this study will add to the existing body of knowledge within both the human resources as well as TM domain.

As presented in chapter 6, 6.2 and 6.3 to be specific, the quantitative and qualitative research findings give insight and provide evidence for executives to understand the perception of employees with regards to the Department’s existing TM practices. TM processes unquestionably play an essential and valuable role in attracting, growing and retaining highly skilled and talented individuals. The submission by Heinen and O’Neill (2004) is that TM processes contribute towards and bring about enhanced competitive advantage for an organisation, which might lead to a decline in actual turnover. In light of this reason, it is important that greater emphasis be placed on the implementation and application of effective TM processes.
7.5 RECOMMENDATIONS

The following serve as recommendations for implementation to enhance TM practices within the DotP, as per results of the study:

- Firstly, the DotP should intensify its communication programme with respect to its TM strategy, considering the fact that about 60.57 percent of its employees (a mean of 3.85) state the Department do not have a clear TM strategy in place. As discussed in 2.2.3.1 of chapter 2, managers and supervisors must be encouraged to communicate and inform subordinates of the Department’s TM programme by, for instance, rolling out the TM programme to other lower levels, and sharing and distributing information regarding the TM programme by way of official notices and publications;

- Performance management received an aggregate mean of 2.85, with a standard deviation of 1.26. The research results, as outlined in 6.2.2.3, indicate that DotP’s performance management system is moderately effective. This is good as a poorly implemented performance management can lead to detrimental organisational outcomes. The Department should further capitalise on this in order to influence talent retention through performance-based recognition. It is imperative that DotP’s performance management system ensure a continuous process of performance enhancement by setting individual and team goals that are aligned with the strategic goals of the organisation.

- It is imperative to redesign (reconfigure) the orientation process currently used by the Department – this should be done to ensure the smooth transition of new employees. As the research findings revealed in section 6.2.2.2, approximately 43.14 percent of respondents feel that the orientation programme is poorly structured. Getting the induction process right is essential. Creating a good induction programme is one step to ensuring that the Department have knowledgeable and productive employees.

- The perception that DotP has no succession plan, as outlined in section 6.2.2.6 (an aggregate mean of 3.48 and a standard deviation of 1.16), needs to be addressed and if it does not exist, it should be developed and implemented thoughtfully. Succession planning, one of the key aspects in the TM process as discussed in section 2.2.3.5 of the literature review, is considerably important in the contemporary situation where competition and
tight talent markets prevail. It is important to decide which roles within the Department requires a succession plan, not just for senior management positions as crucial positions exist across the breadth and depth of an organisation.

- DotP should provide more opportunities in terms of training and development. Research findings in 6.2.2.5 show that employees are not getting enough opportunities to grow and develop. As discussed in 2.2.3.3 of chapter 2, the implementation of training and development programmes offer several potential advantages. For example, training help organisations create pools of qualified replacements for employees who may leave the organisation or be promoted to positions of greater responsibility within. This helps ensure that the organisation will have the necessary talent needed to support organisational growth and operational effectiveness.

7.5 LIMITATIONS AND SHORTCOMINGS OF RESEARCH VENTURE

Every research has some limitations and this specific study is no exception. The limitations of this study can be summarised as follows:

The exploration is limited to only employees of the DotP, which is but one of many public sector organisations. Budgetary (monetary) and time restrictions, and the fact that only 33 percent of all employees within DotP completed the questionnaire are limitations to a more in-depth exploration. The response rate was average and would have provided more meaningful data had a larger number of employees completed the questionnaire. The data collated may therefore only provide limited insight into DotP’s employees’ perceptions and expectations in terms of training and their experiences with TM. The findings, although very useful, may not be generalisable to other institutions or sects in South Africa due to the different organisational environment and context.

The researcher is aware that conducting interviews with individuals that have exited DotP would have provided more supportive data. Unfortunately, this would have been tremendously time-consuming and arduous to locate these individuals. The researcher thus depended on the beliefs and viewpoints of individuals currently employed within the Department about issues concerning TM and retention.
7.6 SUGGESTIONS FOR FUTURE RESEARCH

It will be beneficial and constructive for future researchers to consider that the study focused on the DotP alone as a public sector organisation within South Africa and recognise that a similar study in other public institutions will be valuable to substantiate the applicability of the results. Subsequently, comparisons can then be made between the different TM processes and retention strategies within those state institutions.

It is imperative that future research be conducted in various other areas of TM. Furthermore, additional data collection (i.e. focus groups) and methods of analyses (i.e. content analysis) could be extremely beneficial in order to yield further information on the relationship between TM processes and talent retention.
7.7 CONCLUSION

TM should not be regarded as just a process, it should be a strategy that maps out the organisation’s goals and priorities. It must also be aligned to the strategic plan and goals of the organisation. Recommendations were presented for consideration by senior management of the DotP and should be considered in order to enhance TM processes and talent retention within the Department. TM is particularly relevant in this day and age as transparent acquisition systems, adequate training and employee engagement, amongst other aspects, are important for high performers. The importance of TM as a major contributor to organisational performance cannot be over emphasised. Factors such as skills, experience and knowledge of highly talented individuals are invaluable in achieving organisational goals.

The level of TM within the DotP is relatively fair, although below the level envisioned by management. The exploration identifies various flaws as well as areas for improvement within the Department’s TM system. The primary areas for improvement emerge from a lack of focus on TM, commitment from management and even misalignment of TM processes with other pertinent strategies and relevant policies. This has made it hard for the Department to accomplish an effective TM programme that adds value, and which ensures leadership development and the achievement of departmental goals, as outlined in the Department’s APP. Ideally, the DotP’s approach to TM should be planned, designed and executed in order to meet its broader strategic needs. This will allow the Department to reap maximum benefit through consistent and integrated TM practices which are set apart by collaboration between HR and senior management during each phase of the process.
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ADDENDUMS A AND B

8 APPENDIX A: INTERVIEWS

Questions posed during interviews conducted with the three (3) senior managers of DotP

1. What do you understand by talent management?

2. Does the Department have policies concerning TM in place (which are documented), does it add any value? Is it effectively implemented and how do you apply it in your organisation?

3. In your opinion, would you say talent management has a significant (positive) role to play in the overall functionality of the Department? What is the contribution of TM as strategic tool for the DotP?

4. What are the typical challenges experienced in the implementation of talent management programmes and why?

5. How and to what extent does legislative/regulatory policies and frameworks, in your view, influence TM in the Department? (Please elaborate)

6. Are current policies within the Department effective in retaining talented/highly competent employees? (Motivate your answer)

7. What can be done to improve the effectiveness of talent management programmes?

8. Is there a fully implemented talent management process within the department? Explain the process and if it achieves what it intends to achieve?

9. What are the biggest barriers/issues concerning the talent management process in the Department? Elaborate on each barrier/issue’s influence.

10. Do you think the talent management efforts used in your Department support the retention of talented employees? If yes, why do you think so/motivate your answer.

11. What retention strategies do the Department have in place and based on your experience, which constraints may affect talent retention (Please elaborate and motivate)?

12. In your experience, which enablers should be in place first to support the retention of talented employees? Motivate your answer/why you think so.

13. Is the department losing good/talented employees especially to the private sector?

   If yes, what factors would you say play a leading role in this and what possible solutions do you propose to address this issue?
9 APPENDIX B: QUESTIONNAIRE

The primary aim of this study is to explore talent management (TM) processes and its effect on talent retention within the Western Cape Department of the Premier (DotP). The research is to essentially conduct an in-depth exploration of TM processes within the abovementioned Department. It is imperative that the TM strategy be designed and implemented to deliver organisational and human resource management (HRM) strategies. TM initiatives should be linked to the HRM function and flow vertically from the organisation strategy-making process.

This short questionnaire is anonymous and will only take a few minutes to complete, and the results of the questionnaire will be made available if so requested. No individuals can or will be identified and we will use your feedback improve TM and processes within DotP.

Instructions:

*Please provide the following information by placing “X” in the appropriate block.*

**Section A: Biodata of the respondents**

1. **What is your gender?**

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
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</table>

2. **How long have you been working at the Department?**

<table>
<thead>
<tr>
<th>0 – 5 years</th>
<th>6 – 10 years</th>
<th>More than 10 years</th>
</tr>
</thead>
</table>
4. What age category do you fall in?

<table>
<thead>
<tr>
<th>Age Category</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>25 years and below</td>
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<tr>
<td>26 – 34</td>
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<td>35 – 44</td>
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<tr>
<td>45 and above</td>
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</table>

Section B: Talent Management

The research deals with the following key components of Talent Management: Talent Planning, Talent Acquisition, Training and Development, Performance Management, Succession Planning and Talent Retention. Please indicate the extent to which you agree and perceive that the following statements apply by indicating with an “X” in the appropriate box.

<table>
<thead>
<tr>
<th>Talent Planning</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Talent training is deemed imperative and a high priority in the Department’s overall strategic planning process.</td>
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<td>2. The Department regularly analyses talent needs.</td>
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<td>3. Thorough planning is done by the Department with regards to Talent Management.</td>
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<td>4. The Department is doing enough with regards to talent planning and making talent a strategic priority.</td>
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<tr>
<td>5. The Department has a clear talent management strategy.</td>
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<tr>
<td>Talent Acquisition</td>
<td>Strongly Agree</td>
<td>Agree</td>
<td>Neutral</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
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<tr>
<td>1. The acquisition processes provide the Department an extensive pool of talents to choose from.</td>
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<tr>
<td>2. The total benefit package the Department offered to prospective employees is attractive.</td>
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<td>3. The structure of the induction programme is structured well, subsequently helping new employees to settle in with ease.</td>
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<td>4. The Departments acquisition process succeeds in selecting and acquiring the best talent.</td>
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<table>
<thead>
<tr>
<th>Performance Management</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Performance targets and review dates are clearly communicated to staff members.</td>
<td></td>
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<tr>
<td>2. The performance review essentially focusses on comprehensively evaluating my competencies and abilities.</td>
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<tr>
<td>3. Ample opportunities are given to discuss my performance appraisal and supervisors provide comprehensive feedback on my performance.</td>
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<td>4. There is alignment between my personal objectives and the goals of the Department.</td>
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</table>
### Compensation and Reward

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<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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</thead>
<tbody>
<tr>
<td>1. The remuneration package (incl. benefits) is attractive and compares well with the rest of the market.</td>
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<td>2. The salary package is adequate to my levels</td>
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<td>3. The remuneration packages contribute greatly towards my retention in the Department.</td>
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<td>4. The Department provides great incentives for excellent performance.</td>
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</table>

### Talent Training and Development

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<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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</thead>
<tbody>
<tr>
<td>1. The Department’s capacity building strategy and policy aim to promote a learning culture.</td>
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<tr>
<td>2. The capacity building (training and development) policy clearly define the training procedure, individual responsible for this aspect and how often it should be done.</td>
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<td>3. To ensure transparency the policy has been circulated and discussed.</td>
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<td>4. There is a genuine interest to foster and promote capacity building.</td>
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<td>5. The Department actively creates developmental opportunities for employees.</td>
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<tr>
<td>Succession Planning</td>
<td>Strongly Agree</td>
<td>Agree</td>
<td>Neutral</td>
<td>Disagree</td>
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<td>5. The Department has included succession planning in the strategic planning process.</td>
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<td>6. The Department regularly evaluates and manages employees’ performance.</td>
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<td>7. Supervisors are responsible and are held accountable for coaching and developing (capacity building) to prepare high performers/high potential individuals for future positions.</td>
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<td>8. The Department identifies potential talent and develops those employees for future roles.</td>
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<tr>
<td>Talent Retention</td>
<td>Strongly Agree</td>
<td>Agree</td>
<td>Neutral</td>
<td>Disagree</td>
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<td>--------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>1. Compensation and reward management have a positive impact on talent retention.</td>
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<td>2. Capacity building opportunities positively contribute to the retention of talent.</td>
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<td>3. Performance management is important for talent retention.</td>
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<td>4. Employee engagement is a significant factor in talent retention.</td>
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<td>5. Succession planning for all leads to retention of talented employees.</td>
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<tr>
<td>6. The Department’s retention efforts are adequate to retain top talent in the workplace.</td>
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</tbody>
</table>