CRAFTING STRATEGIES TO IMPROVE TALENT MANAGEMENT IN SELECTED SOUTH AFRICAN MUNICIPALITIES

BY

PATRICK W BWOWE

Thesis submitted for the degree of Doctor of Philosophy in Business Management at the Mafikeng Campus

North West University

DECLARATION

I hereby solemnly declare that this thesis titled "Crafting strategies to improve talent management in selected South African municipalities", submitted for the degree Doctor of Philosophy in Business Management, is wholly a product of my own work. All sources used have been acknowledged in this work.

It has not been submitted in any form for another degree or diploma at any university or any other tertiary education.

----------------------------   ------------------------------

PATRICK BWOWE   Date

--------------------------   ------------------------------------

 PROF C. MIRUKA   Date

ACKNOWLEDGEMENTS

DEDICATION

I dedicate this work to my beloved parents, the late Zakayo Mutebalira and Eseri Namayanja, who guided me for the bigger part of my childhood and taught me how hard work, dedication and resilience can make someone become a winner in life. I just want to say that the Spiritual and Christian values you taught me have been inspirational to me throughout my life and have shaped me into the man you wanted me to be. This work is a testimony to what you would have reaped had you still been alive. This work is also dedicated to my late brothers Luwaga, Kyebambe and Lubuuka and my late sisters Adiraya Najjuuko, Nakabiito and Nassuuna. Last but not least, I dedicate this work to my surviving sisters Nandaula, Erivania, Naluwaga and Namuddu, who all have contributed in their own way to ensure that I become the person I am today.

MAY GOD BLESS

ABSTRACT

This study investigates talent management strategies and practices among selected South African municipalities with the intention of adding to the current knowledge of the concept, its wide implications for HR practices, and how such understanding would assist managers to attract and retain the best talent. The researcher's interest in the study was aroused by the poor state of existing talent strategies which have stifled good talent. The researcher has consistently observed the failure of municipal organisations to leverage talent management to a strategic or operational priority, thus undermining talent attraction and retention efforts in the local government sector.

The study used a mixed method research design. The quantitative phase constituted the main part of the study and was internet-based, using email as the main contact mode and a questionnaire as the data collecting tool. In the quantitative phase, managers' perception of talent management and the way it is implemented was interrogated. The second phase, which was qualitative, used semi-structured interviews to provide a total representation of experiences, and provided additional insights, clarification and new ideas to the research findings. Analysis was done using descriptive statistics for quantitative phase and Thematic Deductive Analysis was used in the semi- structured interviews.

Findings from the study revealed that municipal organisations that lack coherent and articulated talent strategies with consistent execution and integration, were incapable of attraction and retention of the best human resources. Findings from the research should give policy makers and HR managers in municipalities a better understanding of talent management.

On the basis of these findings, the study recommends that municipal organisations re-think their approach to talent management and recommends that talent management be leveraged as a strategic or operational priority in the entire process of talent attraction and retention. It is further recommended that municipalities develop talent strategies which are fully driven by HR and supported by top management. These strategies should be integrated and aligned with overall business goals and needs through effective computerised human resource information systems, and with consistent use of analytics to measure cost implications and the value of talent

management to municipal organisations. The intention is to enable talent management activities to translate into specific organisational value-based behaviour driven by effective talent management practices.

TABLE OF CONTENTS

CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF ABBREVIATIONS

AG	Auditor General
BCEA	Basic Conditions of Employment Act
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIPD	Chatered Institute of People Development
CLC	Corporate Leadership Council
CMTP	Consolidated Municipal Transformation Programme
COGTA	Department of Co-operative Governance and Traditional Affairs
DDI	Developmental Dimensions International
DPLG	Department of Provoncial and Local Government
DPSA	Department of Public Service and Administration
EAP	Employee Assistance Programme
EEC	European Economic Commission
EOP	Employee Organisational Commitment
ERC	European Research Council
EVP	Employee Value Proposition
HR	Human Resources
HRD	Human Resource Development
HRIS	Human Resource Information System
HRM	Human Resource Management
HRM & D	Human Resource Mangement and Development
IDP	Independent Development Plan

ITMS	Integrated Talent Management Strategy
KPI	Key Performance Indicator
LGS	Local Government Sector
LLF	Local Government Forums
LOGTAS	Local Government Turnaround Strategy
MDB	Municipal Demarcation Board
MFMA	Municipal Finance and Management Act.
MMR	Mixed Method Research
NCBF	National Capacity Building Framework
OECD	Organisation fo Econonomic co-operation and Development
PC	Project Consolidate
PIMS	Planning Implementation Management Support
PM	Performance Management
PMIS	Planningand Implementation Management Support
PMS	Performance Mnagement Systems
PSC	Public Service Commission
ROI	Return on Investment
RSA	Republic of South Africa
SABPP	South African Board of Peoples Practioners
SALGA	South African Local Government Association
SAPC	South African Public Commission
SAQA	South African Qualifications Authority
SD	Standard Deviation
SDBIP	Service Delivery and Budget Implementation Plan

SETA	Sector Education and Training Authority
SPSS	Statistical Package for Social Sciences
T&D	Training and Development
TM	Talent Management
TMS	Talent Management Strategy
USA	United States of America

CHAPTER 1: BACKGROUND OF THE STUDY

1.1   INTRODUCTION

This study was largely exploratory and descriptive in nature. It was mostly intended to generate knowledge and to add to the current knowledge on talent management in the South African local sector. Its main purpose was to explore, investigate, and describe talent management strategies and practices currently used by municipalities and to describe the strategic implications of these strategies for the effective management of employees in the municipal sector. In addition, the study explored barriers to the effective implementation of talent management practices. Ultimately, based on the findings, recommendations on how to enhance the managers' ability to craft and implement talent strategies to ensure effective talent retention have been suggested.

The study is undertaken at a time when the local sector is facing constant protests and riots, which seem to indicate dissatisfaction about service delivery, poor governance and widespread resentment of the failure of municipalities to take action (COGTA 2009, pp. 18-19) There is no doubt that that this state of affairs has eroded and continues to erode the sector's reputation, seriously affecting not only service delivery to the community, but also the capacity as an organisation to employee and retain the right talent.

The sector seems to be suffering fom "reputational crisis, incompetency", and is "disorganised, and riddled with corruption" COGTA (2009, pp. 18-19). The study further suggests that political factors such as "interference in the recruitment process, policy and legislative framework, inadequate relevant HR policies, poor accountability systems, such as poor oversight and lack of or, failure to apply performance management systems plus lack of capacity and skills" are resulting in the poor performance by municipalities.

The South Africa Local Government Association (SALGA 2010), reporting on the state of local government in South Africa, also shows how human resource management (HRM) has become critical in municipal governance in ensuring that municipalities achieve their objectives as stipulated in the Independent Development Plan (IDP It points out that HR practices as part of

HR strategy can "have an impact on HR outcomes such as, engagement, motivation, commitment and skills", which together, can affect organisational outputs in terms of high service delivery, quality and community satisfaction (SALGA 2010). Other studies have also highlighted the significance of managers developing HR practices that are geared towards the attraction, employment, development and retention of an effective and a committed workforce which is capable of positively adding value and contributing to organisational performance and ensuring best service delivery to customers (Dzansi & Dzansi 2010; Koma 2010; Van der Westhuizen 2005).

The question then, is: is it not a high time for municipal organisations to start embracing modern practices such as talent management in the quest to improve performance and the retention of the best employees in the sector? This is not an easy question to answer, but all indications are that this will probably be the best route for municipalities to follow. There is evidence that some municipalities are already engaged in talent management practices such as focussing on employee wellness, flexible practices such as job sharing, changing employee expectations, and flexible family-friendly workplaces, with greater employee engagement (Strack et al. 2010, p. 27). Unfortunately, researchers have noted that talent management practices are still poor. Hence, it is now becoming clear that municipalities now have an obligation to explore and experiment with strategies that can address changing work expectation through practices like talent management.

Accordingly, this study seeks to make a contribution towards this endeavor by exploring and highlighting the need for local government to embrace talent management as one of the major imperatives in their quest to achieve the objectives stipulated in the local government turnaround strategy (LOGTAS). And for this to happen there is a dire need for more awareness and knowledge about the implementation process of talent management in organisations, especially in public institutions. It is hoped that findings that have been suggested in this study can assist managers in municipalities to find the right strategies to attract and retain the best talent..

1.2 OBJECTIVES OF THE STUDY

- To investigate, and describe trends in the way South African municipalities attract, develop, retain and engage their work force

- To determine the talent management strategies employed by South African municipalities and highlight their strategic implications

- To evaluate and describe how and with what degree of success, municipalities are using talent management practices to achieve or accomplish organisational talent management goals

- To highlight barriers or obstacles faced by municipalities in ensuring effective talent management within the sector

- Suggest recommendations that can assist municipal managers to develop talent strategies that can improve attraction and retention of talent

1.3 PURPOSE STATEMENT AND RESEARCH QUESTIONS

The COGTA report on the state of South African local government (COGTA 2009) paints a very grave picture of South African municipalities. The report, which was sanctioned with the intention of informing a Turn-Around Strategy for local government beyond 2009, reviewed the contributions of various support programmes and initiatives that have been in place in the recent years, and noted that although there is some improvement in some areas, these interventions have not been able to sufficiently address the deep rooted problems and lack of capacity in municipalities.

Among those with some measure of success were the Project Consolidate (PC), and the 5 year Local Government Strategic Agenda (LGS). There were also other initiatives such as, the former planning and implementation management support (PIMS), the Independent Development Plan (IDP) analysis, training weeks and donor supported Consolidated Municipal Transformation Programme (CMTP).

Despite all these initiatives and programmess being in place, municipalities have continued to experience poor service delivery, and this has been associated among other factors, with poor HR practices, poor governance and maladministration of the sector's resources, in addition to lack of management and leadership capacity to manage the sector and poor talent management practices. The COGTA report summarises the current state of the South African municipalities as thus: "From the evidence to date, it is clear that much of the local government is indeed in distress and this state of affairs has become deeply rooted within our systems of governance'' (COGTA 2009, p. 4). This clearly expresses the dire need for municipalities to the way municipalities are administered. However, this study assumes that this can partly be done through attracting and retaining the right talent and this can only be accomplished through effective talent strategies.

In a study conducted by the South Afriucan Local Government Association (SALGA 2010) on the state of local governance in South Africa, HR strategies have been found not to be aligned to IDP and there is lack of commitment or the capacity by municipalities to align them. In addition, the Local Government Turn-around Strategy (LOGTAS) identifies critical areas which require immediate intervention. These are the development of a recruitment policy and the effective implementation thereof, the filling of all critical posts and the development of retention strategies to prevent staff turnover and poaching of skilled staff, career development and proper management of information systems (Moya 2010).

However, the attainment of the above outcomes necessitates municipalities to develop talent strategies that are not only geared to fill current talent gaps and future talent needs alone, but also to build a sustainable competitive advantage through their present and future talent. The LOGTAS is premised on the methodology that there must be a differentiated and targeted support system for local government. With this in mind, LOGTAS acknowledges the fact that the onerous compliance regime made municipalities in the past focus much of their energies on fulfilling compliance requirements, rather than focusing on the critical issues of service delivery and enhancing performance. Hence, within the new strategy, municipalities will not only need to define their improvement plans in consultation with the provinces but also, to take ownership of the process (LOGTAS 2009 p. 43). LOGTAS further states that "municipalities will reflect on

their performance, identify their own performance gaps and develop their home grown turn-around strategies".

In the absence of the development of any common HR strategic framework for the local sector to deal with HR issues in the turnaround strategy, plus the skills gap, especially in leadership, technical and management areas, this study takes the view that it will be extremely challenging to develop efficient and effective talent strategies to adequately respond to current HR needs. Yet if no effort is made in this direction, it is likely that the the achievement of LGTAS objectives will be negatively affected.

This study therefore sought to explore the current talent strategies used by municipalities and to establish to what extent municipal managersae aware, understand and apply good talent management practices in their talent retention efforts. Ultimately a number of recommendations have been suggested to help enhance the managers understanding of the talent management, its implementation and how, if it is implemented well, it can help to ttact and retain the best employees for the sector. It is hoped that Knowledge provided in this study will go a long way to assist municipal organisations develop their own and unique talent strategies.

The following questions were asked in order to accomplish the purpose of the study:

1. What talent strategies do South African municipalities employ implicitly or explicitly to attract and retain talent? What are the strategic implications for these strategies?

2. How and with what degree of success do talent management practices meet organisational talent goals?

3. What are the real and perceived barriers or obstacles to the implementation of talent management programmes?

1.4   JUSTIFICATION FOR THE STUDY

- Considering the current municipal situation, it is clear that municipalities, like any other organisations, need to develop effective human resource management strategies to enable them to attract, develop and retain the best employees. However, the question which

arises is whether, municipalities with their current problems, have the capacity and willingness to do so. Is the topic talent management well researched within the local government sector? And how many of the municipalities can with no doubt say that their employees are aware of and understand talent mamnagement?. The literature review carried out by the researcher before the beginning of this project indicates that there are very few articles on talent management that appear in peer reviewed journals. Other research on Talent Management on the local government sector has come from the South African Local Government Association, and a few research houses and independent consultants in HR. This clearly indicates a knowledge gap regarding talent management within the local government sector and it is this gap which this study is partly intended to fill.

The vision for local government, (outcome 9) in the Local Government Turnaround Strategy for a responsive , accountable, effective and efficient local government, as noted by Moya (2010, p. 6) is not only "defined by municipalities that are delivering on the desired outcomes as set in the South African Constitution alone, but is defined also by municipalities that have the political and administrative leadership, organisational capacity and financial resources to fulfil its functions on a sustainable basis" (Moya 2010, p. 6). The author of this study is of the view that drafting new policies, and even insisting on compliance to existing policies and regulations in the sector, will not be enough to help drive the municipal agenda of achieving the objectives of the turnaround strategy. Effective talent management strategies will be needed to ensure that the capacity to drive the required changes is built, maintained, developed and retained.

The dilemma with the current trends is that HR practices like TM are still alien to most managers in municipal organisations and where efforts have been put in place to adapt talent management as part of policy, there is lack of capacity to implement it. In addition, there is still little knowledge about the concept, thus creating a knowledge gap in relatation to TM. This study is therefore presented as part of the effort to help managers in these organisations become aware of the need to implement TM as part of their retention strategy and to assist them with enough knowledge to implement talent strategies.

1.5   SIGNIFICANCE OF THE STUDY

Given the fact that TM is becoming more and more critical in the retention of employees in organisations, findings in this study become important in assisting municipal organisations develop greater understanding and awareness of the importance of TM in the overall process of crafting policies and strategies to attract and retain the best talent. The theoretical views of this study are based on the current literature and should assist managers with the necessary knowledge in TM management that may be fruitful in talent management implementation. Putting together the various views from the literature and the key findings based on the empirical analysis of the research, the study has presented recommendations that the researcher believes can assist greatly the municipal sector to introducean organisational talent strategy, and ultimately assist also in policy development of a uniform policy in relation to talent management activities within the local government sector.

1.6   DELIMITATION OF THE STUDY

The study explored and assessed the current talent strategies and practices used in municipal organisations. The focus was largely on those managers that are entrusted with the implementation of talent management policies. However, the majority of these manager tended to be the HR managers with a few skill development facilitators, corporate directors and human resource (HR) practitioners within the organisations. The aim of the study was to include many managers fom the municipal councils and that was the reason why primarily, this study was an e-mail survey. All three types of councils, i.e. the metropolitan, the district and the local council were included in the study.

1.7   ASSUMPTIONS OF THE STUDY

The researcher assumed that the fact that managers participating in the study came from the three different councils would not impact severely on the study findings as long as most managers were qualified HR professionals and good sampling methods were used in the sampling process. However, the researcher did not rule out of some negative impact resulting from this. Thus limitations relating to this assumptions have been presented in the last chapter of this research.

1.8   DEFINITION OF TERMS

1.8.1   Talent

Talent is an elusive term and many explanations have been attached to it. Research indicates that talent definitions are normally dependent on each organisation's goals and needs. The definition adopted for this research in regard to the term 'talent'is that which associates talent with high performers in a general sense, or is linked to an individual or how well an individual can potentially perform, or actually performs in general, or in relation to a specific job.

1.8.2   Talent management

Ashton and Morton's definition of talent management was considered as appropriate for this study. They assert that   "TM is a strategic and holistic approach to both HR and business planning or a new route to organizational effectiveness. This improves the performance and the potential of people—the talent—who can make a measurable difference to the organization now and in future. And it aspires to yield enhanced performance among all levels in the workforce, thus allowing everyone to reach his/her potential, no matter what that might be" (Ashton & Morton 2005 p. 30)

1.8.3   Talent strategy

One definition which was adapted for this study describes a talent strategy as a clear framework to guide the talent management process to focus broadly on HR systems and processes, and to devote attention to issues, that matter most (Guthridge, Komm & Lawson 2009 p. 52)

1.8.4 Employee Engagement

Employee engagement in this study refers to the extent to which employees value, enjoy, and believe in their organisation (Tansley 2011, p. 272). It was pointed out that when employees enjoy, value and believe in their organisations, they are highly engaged and can experience increased levels of job satisfaction and organisational commitment. As the literature confirms, this can in the long run reduce the level of the employee intention to leave.

1.8.5 Performance Management

The study adapted the definition suggested by Yadav & Dabhade (2013, p. 49). It refers to performance management as a broad and much more complicated function of HR, which encompasses activities such as goal setting, continuous progress review, frequent communication, feedback and coaching for improved performance, implementation of employee programmes and rewards of achievement

1.8.6 Total rewards strategy

The study uses Kaplan's description of total reward strategy (Kaplan 2007, p. 2). He suggests that A total reward strategy presents a "how-to" approach in linking the total rewards defined as compensation, benefits, learning and development, and work environment to an organisation's business and people strategy.

1.8.7 Training and Development

For the purposes of this study, training refers to a systematic approach to learning and development to improve the individual, team, and organisational effectiveness, while development refers to activities leading to the acquisition of new knowledge or skills for purposes of personal growth (Aguinis & Kraiger 2009, p. 451).

1.9 STRUCTURE OF THE DISSERTATION

The study was divided into seven chapter as indicated below:

1.9.1 Chapter 1: Background of the study

Chapter one deals with the background of the study. It sets out to introduce the topic to be researched and outlines the rationale and significance of the study, the study objectives, research questions and the delimitation of the study. It also looked at the definition of terms and chapter framework.

1.9.2 Chapter 2: Thoretical review and framework

Chapter two reviews the literature to present a theoretical review and framework for understanding the importance of managing and engaging talent and the impact this may have on the attraction, recruitment, development and retention of talent in organisations. The chapter defines and places talent management (TM) in its context – as a relatively independent field from human resource management (HRM). It further helps to establish a theoretical context under which the status of talent management in South African local government can be investigated.

1.9.3 Chapter 3: Literature review

Chapter three presents a theoretical literature review of the current state of talent management in South African municipalities. The review helps to develop a theoretical understanding of the talent management strategies and practices currently used by municipalities and the underlying problems and challenges that they face in their efforts to recruit and retain the best talent within this sector. It subsequently highlights existing knowledge gaps in the literature in relation to the way municipalities employ talent strategies in their organisations.

1.9.4 Chapter 4: Research design and methodology

This chapter presents the research process for the study. The study was accomplished in two parts or phases: Firstly, the theoretical phase process comprised a comprehensive literature

review, with the aim of exploring and establishing a theoretical understanding of talent management in general, and in the South African local government sector; and secondly, the empirical phase included findings from a survey and from an interview. A mixed methods approach incorporated quantitative and qualitative analysis. The chapter provided information on the methodology, the sampling prcessses, the data collecting tools and the statistical and descriptive analysis procedures which were used in this study. It also highlighted and noted the validity and reliability issues that could impact on the findings of the study.

1.9.5   Chapter 5: Data presentation, analysis and interpretation

In this chapter results, analysis and interpretation of the data is presented. The study used mixed method research (MMR) design. Both the the quantitative data analysis and results based on the survey questionnaire and the qualitative analysis and results based on semi structured interviews are presented together in this chapter. Results are in the form tables, pie charts and frequencies based on percentages. In addition, quotations are also used to present results from the qualitative phase.

1.9.6   Chapter 6: Discussion of research findings

This chapter deals with the discussion of key findings from the study. It discusses the main findings that emanated from the empirical phase. In this chapter, key findings are evaluated to make connections with past and existing literature. The chapter also provides a basis for drawing up the conclusions and recommendations for the study in the next chapter.

1.9.7   Chapter 7: Conclusions and recommendations

In this chapter, a short summary of the study is presented. The chapter synthesises and analyses the empirical findings to answer the research questions. This is followed by conclusions and recommendations, limitations to the study and implications for future research.

1.10   CONCLUSION

This first chapter presents a general famework of the entire research study. It highlights the topic for the study, research questions and objectives. It sets the delimitation of the study, justifies the investigation and outlines the research process that was followed to accomplish the study objectives. It further highlights the validity and reliability factors that the researcher needed to deal with while conducting his research.

CHAPTER 2: THEORETICAL REVIEW AND FRAMEWORK

2.1   INTRODUCTION

This chapter presents a theoretical review and framework for understanding the importance of managing and engaging talent and the impact this may have on the attraction, recruitment, development and retention of talent in organisations. The chapter defines Talent Management (TM) within the broader field of Human Resource Management (HRM). This conceptual analysis arguably presents TM as a broad and comprehensive foundation for advancing TM in management and retention of talent in organisations.

This chapter also explores current TM strategies and best practices that organisations use to enhance attraction and retention of talent in organisations. Hence the chapter establishes a theoretical basis on which the status of talent management in South African local government can be investigated.

2.2   DEFINITIONS AND PERSPECTIVES OF TALENT MANAGEMENT

Successful application of talent management in the retention of talent in organisations depends on the way managers understand the two terms 'talent' and 'Talent Management'. In this section various meanings attached to the terms are explored. In addition, the study looks at the perspectives of Talent Management, with a view to forming a clear understanding of the broad meaning of TM.

Talent management is a relatively new discipline and research sometimes offers contradictory and unclear definitions. In addition, literature does not always distinguish between Talent Management and Human Resource Management. Current research is labouring with issues regarding the differences and similarities between these two concepts.

2.2.1   Views on Talent Management

Literature holds some of the following views and assertions in regard to TM and HRM: The two terms Human Resource Management and Talent Management are at times used interchangeably

(Devine & Powell 2008, p. 20). Talent management processes and systems fall within the domains of HRM (Blass 2007). Talent Management is enabled by HR and seeks to integrate and align these activities to the organisational business strategy (Allen & Doladee 2011, pp. 1 – 2; Armstrong 2006, p. 389; Blass 2007, p. 5 and Duttagupta 2007, p. 3).

In addition, researchers agree that while employees are viewed as resources in HRM, in TM employees are seen more as "… talent with the potential to better themselves and to become agile, innovative, reflective and flexible in an environment that allows and encourages them to do so." (Metcalfe and Metcalfe 2009, p. 5). Furthermore, Talent Management goes beyond this to include strategy, organisational culture and change management (Blass, Knights & Orbea 2006, p. 1). Ultimately, TM is a broad process that, as Newhouse, Barbara and Jones (2004, p. 3) suggest, is not only about "… filling positions and managing paper processes", but is about "… ensuring that a sufficient supply of talent is available across the organisation to achieve competitive advantage, enhanced corporate performance and maximising the productivity of an organisation's talent pool". It is this broad scope that places talent management at the centre of attracting and retaining employees in organisations.

2.2.2 Lack of consistent and concise definition of talent management

One key challenge faced by organisations is related to the drafting of an acceptable definition of talent and talent management. This challenge has been exacerbated by the problems regarding the way talent has been defined in the practitioners' reports and a lack of data supporting many of the practitioners' claims in theoretically reviewed academic journals (Lewis & Heckman 2006, p.140). In addition, literature has presented many approaches and perspectives on the conceptualisation of TM. This makes it more challenging for organisations to develop acceptable definitions.

Collings and Mellahi (2008, p. 305) have cited the "… on-going debate about the conceptual boundaries of the topic talent management" while Ashton and Morton (2005, p. 30) point to the failure of literature to present "… a single and consistent and concise definition of TM". Lewis and Heckman offer similar conclusions by asserting that the "… concept remains unclear and that there is a disturbing lack of clarity regarding the definition, scope, and overall goals of talent

management" (Lewis & Heckman 2006, p. 139). For instance, a survey in the United Kingdom conducted by the Chartered Institute of People Development (2008) found that "51% of HR professionals surveyed undertook talent management activities, but only 20% of them operated within a formal definition of talent".

2.2.3   The effect of inconsistency and unclear definitions on Talent Management

The failure of current literature and empirical studies on TM to present a consistent and concise definition, or to indicate clearly the conceptual boundaries and scope of TM, affect the management of talent. This is because the efficient and effective attraction, employment, development and retention of talent in organisations is dependent on how well organisations define and understand talent, and how that talent can be strategically managed and retained. The way talent is defined impacts on an organisation's talent objectives, talent segmentation and talent pools. In addition, organisations doing well at talent management tend to tailor their employer value propositions (EVPs) to the various differentiations in their talent pools. Such pools cannot be determined unless the organisations fully understand what constitutes talent and consequently, talent management.

Researchers have argued that defining talent depends on an organisation's business strategy, the type of firm and overall competitive environment. As such, each company should be encouraged to develop customised strategies. As Ford, Harding & Stoyanova (2010, p. 8) observe "A coherent talent management strategy relies on the organisation to create their own definition that meets their specific needs and circumstances". Hence, "An in-depth and concise assessment of the key elements of organisation culture and job structure, followed by a matching with candidates who have specific backgrounds, work experiences, and inner personal qualities, becomes crucial in the process of talent definition and identification" (Harding & Stoyanova 2010, p. 8). The failure to develop a concise and a uniform definition for the two concepts is one of the underlying factors in the failure of managers to successfully implement talent management in organisations.

2.3   TALENT MANAGEMENT APPROACHES

Most studies on Talent Management have suggested two approaches. These are the exclusive and the inclusive approaches. According to recent publications and research, exclusive talent management approaches target the elite high-potential and related positions in organisations (Burger 2004, p. 5; Kock & Buckle 2008, p. 461).

The 'exclusive' mode to talent management is characterised by a concentration on those in one or two segments (or talent pools) of the work force, who are either at the top or who are identified as having the potential to get to the top. The inclusive approach on the other hand, sees every employee as a talent. It assumes that given an opportunity, anyone has the potential to become a talent

2.3.1 Exclusive Talent Management approach

The exclusive approach has been presented in two dimensions. First, by viewing key people with high performance and potential as talents (non-position-related understanding) and second, by viewing the right people with right potential in key positions as talents (position-related understanding. Williams (2000, p. 35), asserts that where "… talent is classified according to high performance and potential, talent can refer to those people that regularly demonstrate exceptional ability and achievement either over a range of activities and situations …" In addition, there may be those within a specialised and a narrow field of expertise such as engineers and high potential employees capable of both making a difference to organisational performance and of fulfilling business and operational critical roles (Iles 2008, p. 104 and Nillson & Illustrom 2012, p. 39).

Huselid, Beatty and Becker (2005 p. 114) have suggested that talent management is position-related and claim that the "… talent defining process is closely coupled with the identification process of 'key positions' in the organisation". This view is supported by Zhang and Bright (2012, p. 148) who assert that "only the right people occupying those positions can be regarded as talent and the right people who are in the right positions to be given opportunities to develop". According to Huselid, et al. 2005, p. 114) "These employees are assumed to be occupying strategically critical jobs (A positions) and get a disproportionate level of financial and managerial investment, guaranteeing the maximum opportunities for their development. They

argue further that this will help organisations to save resources as no resources are spent on the poor performers. Furthermore, they strongly suggest a portfolio approach which is to "Place the very best employees in strategic positions, good performers in support positions, and eliminate non performing jobs and employees that do not add value". Hence, following the identification of A, B, and C positions, the right people who do the right things in those positions are respectively considered as A, B or C players (Huselid et al. 2005, p. 114).

Whatever approach municipal organisations may take is a choice that is dependent on the prevailing local conditions in a particular organisation. The critical point to note is that municipal leaders must have sufficient knowledge about how and where these approaches have been used successfully to improve talent retention in other countries. Benchmarking is a strategy that is used by many successful organisations.

Another exclusive approach to talent management is that proposed by Collings and Melahi (2009, p. 8). This approach puts greater emphasis on critical roles and positions without necessarily differentiating employees according to top performers or A positions and middle or B positions or lowest performers or C positions respectively. According to the two researchers, recognition of key positions has the potential for competitive advantage and "Talent Management systems that focus on high potentials and high performing employees operating in key roles and not employees as an approach will facilitate a more deliberate utilisation of resources" (Collings & Melahi 2009, p. 8).

2.3.2 Inclusive approach to Talent Management

While the inclusive 'whole workforce' approach to TM remains comparatively rare in practice, many researchers have mentioned it as another approach used by organisations in their quest to define talent and TM. For instance, Bones (cited in Warren 2006, p. 25) argued that "an inclusive talent management strategy is a competitive necessity." Similarly, Buckingham and Roxburgh (2001, p. 17) had earlier claimed that: "Talent is inherent in each person… and HR's most basic challenge is to help one particular person increase his or her performance." The authors support the notion that anyone can be regarded as talent, and as such, management in organisations should work to support or help every employee develop his or her unique talents and abilities.

In more recent research, Bhatti et al. 2011, p. 471) suggest that talent can be any "individual, who is committed, motivated and performs effectively," meaning that every employee in the organisation has an opportunity. They subsequently suggest that it is critical to provide continuous opportunities for everyone to learn, to grow and to strive to fulfil one's potential. In a similar vein, Blass (2007, p. 3) claims that:

> At some point in time, everyone might be considered high potential while in other cases, or in some organisations an individual may need to reach a certain level to be considered high potential; hence the need for continuous development and nurturing of that talent.

2.3.3   Talent Management approaches in the public sector

In the public sector talent approaches tend to be inclusive of the whole workforce. This is because legislation and policies in the public sector are inclined to support the development of all employees in the organisation (Van Dijk 2008, p. 522). The assumption here is that a public organisation talent strategy to attract, develop and retain talent can only be successful and effective if the appropriate legislative measures and policies are in place to support it. Legislation such the Labour Relations Act (No. 66 of 1995) and the Basic Conditions of Employment Act (No. 75 of 1997) are likely to have an impact on HR and talent strategies in public organisations.

For public organisations differentiating between the segments in the talent pools should be used as a guideline to determine segments they should focus on most, but not as a means of targeting a few employees for talent development, or as a means of doing away with poor performers. Hence as, Singh and Sabharwal (2010, p. 4) suggest:

> For the top performers, who excel and are in the 'right' jobs, developing them should focus on keeping them motivated and excelling, and perhaps include the responsibility to coach or mentor others to transfer the knowledge and practices that make them successful

They continue to suggest that for those who are underperforming, the focus should be on helping them to reach an acceptable performance level, while for the bulk of the employee population, i.e. those people who successfully meet role expectations, professional development should help them continue to be successful and become even stronger.

2.4 TALENT MANAGEMENT PERSPECTIVES

There are a number of perspectives which help explain and define the scope of TM. The first perspective argues that TM is a collection of typical human resource practices, such as recruitment, selection, development, career and succession planning. This perspective views TM very broadly and labels HRM as TM. Some studies in this perspective narrow their focus to particular HR practices, such as recruitment, training and development. This perspective is limited. It is based on the traditional human resource management practices and renames HRM as TM (Zhang & Bright 2012, p.149).

The second perspective of TM focuses on the concept of talent pools, on staffing needs and managing the progression of employees through positions (Huselid et al. 2005, p. 114). It aims at ensuring an adequate flow of employees into jobs throughout the organisation. This approach is similar to succession planning, or human resource planning. It concentrates on the processes of recruitment and selection. It is also similar to "manpower" or "workforce" planning which involves modelling organisational staffing, or career flows, by coding levels of hierarchy and rules for entering and exiting a position and parameters, such as costs, anticipated tenure and supply and demand. Compared to "manpower models", this perspective of TM that catalogues workforce skills and the supply and demand of employees is useful for considering multiple jobs simultaneously, but it performs a similar task to manpower models (Lewis & Heckman 2006; Zhang & Bright 2012, pp. 149 -150).

The third perspective views talent as being generic and not limited by organisational boundaries or specific positions. It describes talent as high performance and potential. Talented individuals are resources and are managed, primarily according to their performance level. Some highly competent performers are recruited, selected and differentially rewarded regardless of their specific role or the organisation's specific needs. Unlike the second perspective mentioned above, the third one focuses on managing performance pools of talent generally rather than succession pools for specific jobs (Lewis and Heckman 2006).

In addition, this perspective classifies employees by performance level, such as A, B and C levels, in order to denote top, competent and bottom performers. This approach encourages either hiring 'A' level employees or terminating 'C' level employees. Collings and Mellahi (2009, p.150) indicate that the limitation of this approach is that "It is neither desirable nor appropriate to fill all positions within the organisation with top performers and furthermore, if this TM system is applied to both poor and top performing employees, it is difficult to differentiate TM from HRM" (Collings & Mellahi 2009, p.150).

2.5   TALENT INTEGRATION AND ALIGNMENT

According to Ashton and Morton (2005, p. 28), integrating and aligning talent helps to ensure that TM strategies are aligned to business goals and all related processes and functions are integrated to create a talent mind set. In other words, by aligning and integrating talent HR processes such as compensation, employee performance, training and development enables them to complement each other to achieve organisational goals.

Accordingly, an integrated talent management system aligns people to the strategies, goals and values of the organisations through processes and technologies that enable the selection, recruitment, rewarding and retention of talent. Devine and Powell (2008, p. 21) claim that the "… varied 'habitat' of the talent management terrain can be codified and mapped once the strategic priority and a perspective underlying a talent management approach is recognised". In addition, talent integration and alignment involves "… instilling a mind-set in which talent management is a continuous process" and when implemented correctly "it can help the organisation to build an image that will attract and retain the best people and support new employees to be immediately productive (Stahl et al. 2012, p. 25).

The Pulse Survey Report (Towers Watson 2009, p. 13) reveals that "A complete talent management strategy incorporates an organisation's values, its recruitment strategy, employee training and development, performance management, rewards and human capital metrics to actively support the business." Researchers claim that talent management must be more broad-based and connected to include workforce planning, talent gap analysis, recruiting, retention, staffing, education, training and development, retention, talent reviews, succession planning and

performance management and evaluation (McCauley & Wakerfield 2006, p.4; Morton 2007, p. 3).

Effective talent management initiatives need formal processes, with many stakeholders involved and strong link between leadership and talent. Senior and top management need to own and support the strategy. They need to prioritise talent management and need to spend a significant portion of their time on talent management activities, preferably 30-50% of their time (Lawler 2008, p. 12). This enables talent to translate into specific organisational value-based behaviour. In addition, organisations need to regularly gather information on workforce demographics, as well as work attitudes, behaviours and skills.

2.5.1 Benefits of aligning and integrating talent

Researchers observe that an integrated approach optimises the organisation's financial investment in people and their skills. It also ensures that decisions about recruiting, selection, promotion and staffing are made with the best available information. (CIPD 2006, p. 6; Ngozwana & Rugimbana 2011, pp. 124-125).

In addition, Ringo et al. (2008, p. 8), indicate that executing an integrated management strategy will require "Integrating analytics and metrics into all aspects of talent management, providing an infrastructure to better support collaboration, understanding and accounting for trade-offs in workforce, deployment strategies and providing employees with better development opportunities."

Although talent alignment and integration can benefit organisations enormously, as indicated above, the truth is that not all organisations have aligned and integrated their talent strategies. According to Harris and Foster (2007, p. 6) the extent of a coherent and articulated strategy could be heavily influenced by the stage of development of talent management practices at any of these levels identified:

> Level one, where talent is managed ad hoc with no formal practices and strategy; level two, where some formal practices exist but there is no articulated strategy; level three, with formal practices but a limited strategy exist applicable only to one segment and lastly, level four, where joined up practices are linked to an articulated strategy and to a wider corporate strategy.

A recent report from the consultancy Ernst & Young revealed that companies that effectively manage talent consistently deliver higher shareholder value. The report, titled 'Managing Today's Global Workforce: Elevating talent management to improve businesses (2010) surveyed 340 senior executives to assess global talent management practices and evaluate their impact on business. The results showed that companies that align talent management with business strategy "… deliver on average 20% higher return on equity than those without alignment" and those that integrate their talent management programmes "… deliver 38% greater returns respectively" (Ernst & Young 2010, p. 6).

In a study conducted by Development Dimensions International (DDI) on middle-level managers, three-quarters of respondents cited "integrating talent management processes more directly into business strategy and operations" as the most critical element required to help deliver on their business strategy ((DDI 2010). Organisations with talent management models and business strategies that are "… mostly/fully integrated are far more effective at executing across the entire spectrum of talent management practices than those that are partially or minimally integrated". In addition, Byham, Routch and Smith (2007, p. 4) assert that these companies "benefit from collaboration between HR and senior leaders to better align talent strategies with business strategy".

2.5.2 Lack of integration

However, in the Hewitt study (2008, p. 9), it was revealed that while senior leaders value talent "There is limited alignment with business strategy, consistent execution and integration of talent practices continues to fall short". For instance, while "over three-quarters, 78% of companies, report aligning and integrating workforce strategies with their overall business strategy to some or a considerable degree, only 17% say they are doing so consistently across the organisation". While slightly more than "… two-thirds (69%) of companies say they conduct workforce planning across all divisions and business units, less than one-fifth (15%) do so consistently". The study further reveals that only 21% of companies consistently integrate talent practices across the organisation, for instance by tying rewards to performance (Hewitt 2008, pp. 9 -10).

In Accenture's High Performance Workforce study on Australian organisations, it was revealed that there is a lack of connection to the business of HR-related initiatives. For instance, "HR initiatives are not strongly connected to the key areas that drive business such as technology" and this is highlighted by the fact that "HR measures its processes but does not effectively tie its measurement to organisational outcomes" (Accenture 2006, p. 3). The study reveals that there is limited use of meaningful talent analytics and "Fewer than 10% of responding companies measure the effectiveness of talent management programmes track the quality of talent, or use specific quantitative frameworks to align human capital investments with their business strategy" (Accenture 2006, p. 3). Furthermore, most managers lack the basic capability to develop talent effectively and only 5% of organisations say "… their managers have the skills to grow people in their jobs or to provide the constructive feedback that supports and encourages employee development consistently across the organisation" (Accenture 2006, p. 3).

It is thus clear from discussions and findings in this section that HR processes and systems need to be aligned and integrated to the organisation's business strategy. This, as most studies have suggested, needs to be driven by the effective use of talent metrics. Top management commitment through increased participation and collaboration in talent initiatives, backed by an organisational mind-set that recognises, understands and accepts responsibility and accountability for talent management, will greatly contribute to the effective management and retention of talent in organisations.

2.6   RETENTION STRATEGIES

This section explores those strategies that managers can use to identify, attract, recruit and select the best employees for their organisations. Arguably, if organisations use well-articulated identification, recruitment and selection strategies, there are high prospects that those employees will be retained. This section explores retention strategies such as employer branding and employer value propositions, use of information technology and talent segmentation.

2.6.1   Recruitment and selection

Recruitment goes hand-in-hand with selection. They have a shared objective of ensuring that individuals are identified, attracted, recruited and hired to work for the organisation. By

developing good recruitment and selection policies an organisation ensures that the correct person is placed in the right job to ensure that there is a job match and organisational cultural fit, and the costs of rehiring are saved by the organisation.

Accordingly, as Miles (2010, p. 3) suggests, "Good hiring decisions can help to build high-performance teams and constructive organisational culture while bad hiring decisions can be expensive to the organisation and in the long run, adversely affect the overall performance". CIPD's (2008) Annual Survey Report on Recruitment, Retention and Turnover indicated that the estimated average expenses associated with filling a single vacancy were £4,667 (R102014) rising to £5,800 (R127600) when labour costs were factored in), and that 70% of respondents thought that loss of staff was having a negative impact on business performance. Miles (2010, p. 3) suggests that "big or small, every organisation needs to have a talent management strategy in place that addresses the current and future human resource priorities".

This strategy, he argues, should reflect an understanding of the organisation's present and future business strategies and the talent resources needed to implement those strategies. Further "It should identify the gaps in the employees needed to sustain the current business operations and fuel to future organisational growth and seek to design and implement effective, unbiased and objective hiring strategies" (Miles 2010, p.4). Beechler & Woodward (2009, p. 280) assert "Finding the right talent, at the right time, in the right place, remains an on-going challenge for organisations, particularly during the current global economic recession." They further observe that "often talent management processes assume that most (if not all) of an organisation's talent needs will be recruited from the outside". However, the choice of recruitment method depends on the vacancy to be filled, but the elements of studying the job and the applicants and comparing what each has to offer against the demands of the job are vital ingredients of the process.

2.6.1.1 Selection and hiring decisions

One example of a hiring process that serves as a blueprint to identify and hire the best employees was developed by Miles (2010, p. 4). The 5-Step hiring process consists of the following:

- Defining job requirements

- Recruiting potential candidates

- Interviewing the candidates

- Candidate evaluation and

- Making a job offer.

2.6.1.2   Defining job requirements

Defining job requirements entails a clear understanding of the responsibilities involved in the job, skills needed to perform the tasks, technical background, experience, managerial skills, education and compatibility with the organisational culture. These factors are very important since they indicate the skills, personality traits and competences that an organisation needs. They are also important in deciding the quality of the future employees and can contribute to the way an organisation defines talent and consequently determine the organisations talent approach (Miles 2010, p. 4).

2.6.1.3   Job design and job evaluation

Organisations which do not do job design and job evaluation normally find it difficult to match newly employed employees' skills, educational qualifications and experience with the requirements of the job. It is suggested that 'multi-method job analysis can be used in cases where subject matter experts and high performing incumbents are surveyed to identify job related tasks (Newhouse et al. 2004). Meta-analytic studies and previous relevant research can be evaluated as well. This analysis, as suggested by Newhouse et al (2004) would allow for the discovery of the job-relevant tasks and personality traits that are important to successful performance on the job (Newhouse et al 2004). These types of job analysis serve as the basis for all other assessment interventions and opportunities.

2.6.1.4   Recruitment methods

Due to the critical nature of these processes a number of questions need to be answered before the recruitment methods are decided. These questions relate to issues such as the following: When to begin recruiting? What message to communicate to potential job applicants? Who to use as recruiters and for who is the message intended? Is it for a particular talent segment within

the job market, or can everybody apply? Obviously, answers to the issues mentioned should be consistent with the recruitment objectives and job requirements previously established.

Tardos and Pedersen (2011, p. 95) suggest that "effective recruitment and selection requires organisations to develop strategies that can help them balance factors that might contradict each other." They suggest that such factors may include "costs of the recruitment methods, acceptable vacancy duration, time spent on implementing the recruitment process, resources available inside the company for implementing recruitment, the quality of the generated pool of applicants, time and cost involved by the screening and selection process necessary after the recruitment."

Once these analyses have been completed an organisation may then proceed to advertise the job through various channels. Miles (2010, p. 6) asserts that it is important to "use relevant channels such as recruiting agencies, trade publications, online hiring, colleague referrals, campus recruitment, professional associations, newspapers, magazine advertising, networking, and existing employees who can be promoted". He suggests that this could help to reach high-quality job aspirants and facilitate the use of clear communication to convey what you need to increases the volume of qualified candidates (Miles 2010, p. 6).

2.6.1.5   Job advertisements

Job advertisements are the first step the organisation takes to engage potential applicants (Feldman, Bearden and Hardesty 2006, p. 125).   Besides job duties and responsibilities, providing other specific information in the job advertisement such as remuneration, developmental opportunities, family-friendly policies and details about the workplace environment, is likely to have a positive impact on the applicants' perception of the organisation. Such information can lead to more positive recruitment outcomes for the organisation (Feldman et al. 2006, p. 26; Lee 2005, p. 175).

2.6.1.6   Other forms of recruitment methods

Feldman et al. (2006, p. 126) suggest further that "All positive aspects of the organisation should be included in the job advertisement and that job seekers be provided with a realistic job preview." Findings from literature indicate that organisations use both the traditional formal or

informal sources. According to Arthur (2006, p. 46), traditional recruitment sources such as advertising reach a wide audience but are usually costly. Tardos and Pedersen (2011, p. 98) share the same view: "Formal channels have a larger audience and increase the chance of getting in contact with a high number of applicants and can also increase the chance of hiring a previously unemployed applicant."

On the other hand, informal methods of recruitment will secure potential job candidates through recommendations from current employees or other contacts in the sector, or among personal networks. As Pedersen (2011, p.101) observes, "recruiting through current employees is not necessarily an explicit recruitment policy, but in many cases takes place spontaneously using the word of mouth of current employees and thus generating a necessary pool of applicants." Applicants can also apply directly by phone, mail, email or on the company website, or send an unsolicited CV or application form to the company (Tardos & Pedersen 2011, p.10). Lee's (2005, p.175) study which evaluated and analysed the career websites of Fortune 100 companies, indicated that "e-recruiting is one of the leading e-commerce applications used as a method of quickly reaching a large population. Using e-recruitment is both cost- and time-saving".

Findings by Greenidge et al. (2012, p. 178) reveal that large firms are more inclined to employ formal recruitment methods such as "a registered list of applicants, local press, employment agencies and recruitment consultants, than small firms, while small firms predominantly use informal recruitment methods". The findings further indicate that regardless of size, organisations are inclined to use informal training methods such as on-the-job training. The use of informal training methods is likely to reduce cost for both large-sized and small-sized companies while at the same time contributing to increasing productivity, commitment and workforce adaptability. However, if informal training methods are over utilised, "staff development can be hindered and the likelihood of developing an internal labour force is reduced" (Greenidge et al. 2012, p.1).

2.6.1.7   Screening the applicants

Newhouse et al. (2004, p. 5) suggest that applicants must be pre-screened and applicant pools established based on targeted advertisements. They point out that "potential strategic candidates

then complete pre-qualifying questionnaires, including knock-out questions, to determine initial person-job fit." This, they add, "… can be followed by pre-employment testing where job-relevant selection tests are used to assess person-job fit, core job-related personality dimensions and future development needs". This assessment, at a minimum, should determine one's compatibility with the ideal traits and skills for a given position, which is based on the task and personality-based job analysis (Newhouse et al. 2004, p. 5).

2.6.1.8 Selection process

Probably the last step for most organisations is interviewing of the applicant to provide an opportunity for both the interviewee and the employer to know each other in person. Interviews can either be structured or unstructured. In structured interviews the same questions are posed to all candidates and their answers are compared. While this makes comparison of applicants somewhat easier, Miles (2010, p.7) observes that this could lead to missing unique insights into each individual's personality.

However, job interviews are not the only selection methods used, especially if organisations need to establish the future potential of the job applicant. Piotrowski and Armstrong (2006, pp. 491-492) summarise it by suggesting that "The whole recruitment and selection process will have to be linked to performance requirements, performance tests, personality testing and online job board skills testing in order to ensure the potential and competence of the applicant."

2.6.2 Talent segmentation

Talent segmentation is a process of identifying from the different types of talent the person or groups of people that will add the most value to the organisation. Those identified can then be placed in different talent pools depending on the talent approach that is employed by that particular organisation.

Organisations may want to recruit talented individuals and build collections of talent before or after recruitment. Talent banks, as suggested by Talent2 (2010, p.4), operate where an organisation "… identifies and attracts potential recruits before they're required, as candidates often emerge who are clearly desirable and interested in the organisation, but there may not be a

suitable current opening." They assist in ensuring that candidates whose positions require special skills are readily available. This helps organisations save time and expense in future (Talent2 2010, p.4).

According to Uren (2011, p. 35), Talent segmentation ensures that leadership that can deliver the future organisational need is available (Uren 2011, p. 35). He suggests further that talent identification and segmentation should also "… consider offerings to employees based on their individual needs; engage and develop best people to meet organisational business needs; understand what is important to the individual and ensure that there is differentiation in the talent offers" (Uren 2011, p. 35).

Talent segmentation can help in differentiating among talent or group talent. Many organisations use a talent matrix to do this. With a talent matrix, individuals identified as talent can be clustered into different groups according to their needs and the needs of the organisations. One way of doing this would be to work out which of the talent interest group's individuals identify most strongly with the organisation. Once an organisation has assigned its talented individuals to one of these talent interest groups, the next key stage is to align the employee value proposition (EVP) to these groups (Uren 2010, p. 34).

McCartney and Garrow (2006, p. 11) have usefully categorised the different types of talent pools which exist in organisations. Apart from the whole organisation approaches, these include "leadership pipelines, specific professional groups, such as accountants or engineers, and critical role approaches". They argue that "a well implemented talent pooling strategy will take your recruiters from being pure 'sources' to facilitators and it enables your potential candidates to demonstrate their skills based on the future – not solely on their past experiences" (McCartney and Garrow 2006, pp. 11 – 12).

Bhatnagar (2008, p. 22) asserts that "... it is important that organisations take an active role in identifying and cultivating their own people who have the capability and potential to become effective leaders." He suggests that talent segmentation is a wider process that starts from the on boarding to talent development and nurturing. This process ensures that talent is identified, attracted and eventually included in a talent pipeline for further development and maintenance.

The benefits of talent segmentation lie in the fact that organisations are able to develop pipeline talent both from inside and outside. From talent pipelines organisations are able to fill vacant critical posts and to plan for the future. In other words, organisations can link their succession plan to their segmentation process. In addition, segmentation can help in the identification of those to train, develop, promote or those that deserve better compensation rewards.

2.6.3 Employer branding and employer value propositions

Employer branding could be used to attract and retain talent by means of creating an employment brand or image in the marketplace that naturally attracts the attention of the candidates who have a high level of fit to the organisation (Atkins, McCutcheon & Penna 2004, p. 8). Employer branding is probably one of the most important strategies due to its impact on all other processes. This is because of the fact that any recruitment, selection or development strategy that an organisation develops will have to be backed up with an employer brand offering a compelling value employer proposition to the employee.

The employer brand will be specific to that particular organisation and consequently will be its competitive differentiator from other organisations in the job or employment market. As Carrington (2007, p. 36) ascertains, its purpose is to "… drive the talent agenda and to determine what makes an employer different and unique from his competitors in the labour market" (Carrington 2007, p. 36).

Employment branding is the method by which organisations develop and promote an employment value proposition (EVP), clearly citing the applicant and employee preferences. According to the European Research Council (ERC 2008, p. 1) it is a long-term solution to talent acquisition that "… reinforces and markets an organisation's strengths as an employer and the corresponding value of employment at the organisation, whether that be compensation, benefits, training, development, culture or other defining attributes that provide a valuable employment experience aligned with target-applicant preferences."

In addition, employer branding can be used as a long-term strategy to manage the awareness and perceptions of employees, potential employees and stakeholders with regard to a particular organisation (Arden 2006, p. 8; Backhaus and Tikoo 2004, p. 501). Essentially, the employer

brand can act as a mechanism through which an organisation's public image and reputation can be improved in the eyes of those interested in seeking employment within that particular organisation. Hence employer branding strategies assist in shaping the perceptions of an organisation as an employer of choice (Arden 2006, p. 8). Johnson and Roberts (2006, p. 39) add that ''The brand is affected by the way a company interacts with the public'' and this may be through "advertising, media articles, website material and promotional material branding" all of which can showcase an organisation's reputation to the community.

2.6.4 Benefits of employer value proposition

Findings from the study conducted by Corporate Leadership Council (CLC) (2006, p. 9), indicate that an effective EVP provides organisations with quantifiable benefits which are indicated as follows. First, there is improved attractiveness, where organisations with effective EVPs are able to source from a much larger pool of talent in the labour market. Secondly, top-performing organisations can draw candidates from 60% of the labour market, including passive candidates who would otherwise be content to stay in their current jobs and lesser-performing organisations, and are able to source only from the most active 40% of the workforce.

In addition the CLC study reveals that effective brands offering with compelling EVPs can lead to greater employee commitment, and organisations can enjoy significantly higher levels of commitment from their employees as a result of these brands. This, as the study concludes, can make "… organisations with effective EVPs reduce the compensation premium required to attract new candidates" (CLC 2006, p. 9). The study further indicates that top performing organisations could save as much as 10% less on base pay as compared to under-performing organisations.

Munsamy and Venter (2009, p. 187) assert that in the public sector, EVPs can help to explain the key factors that are critical to the retention of professional and senior management employees. The reason for this is that these are employment groups the most affected by the skills shortage and which have high turnover rates. Accordingly, public organisations need to have a well-informed EVP in order to retain these groups of employees.

Organisations develop their brands with the intention of attracting and retaining critical talent segments. This is done by building and delivering competitive EVPs within the employer brands. These competitive EVPs, as suggested by the Corporate Leadership Council (CLC) (2006 p. 11), should begin with the core attributes most important to attraction and retention. They should be "aligned with the organisation's long-term strategy, customised to address any geographic and level-based variation" (CLC 2006, p. 11), they suggest further that "EVP credibility will depend on leveraging current employees as the primary communication channel and on managing the consistency of the EVP experience." The building of competitive advantage in the labour market will require active management of both the EVPs and the employees (CLC 2006, p. 11).

2.6.5 Core attributes of employer value proposition

There are attributes that are universally important for driving attraction and commitment. The starting point for any organisation's EVP should be the core elements that provide on average, 60% of the attraction and engagement benefit across all major talent segments. These core elements include a competitive EVP which is differentiated from competitors' EVP and is strategically relevant; builds on market realities; leverages the organisation's strengths relative to competitors in the areas most important to employees; aligns with the organisation's current capabilities and longer-term strategic objectives to succeed; addresses geographic variation in the EVP preferences of critical talent segments and addresses variation across employee levels and segmentation that is based on function, gender, or ethnicity as this is unlikely to generate sufficient returns.

Botha, Bussin and de Swardt (2011, p. 9) reviewed a number of peer and non-peer reviewed journal articles and developed building blocks of an employer brand predictive model that can be empirically validated to effectively predict talent attraction and retention and contribute to favourable positioning in the quest for talent. In their review, they found that most literature tended to suggest the same picture:

> A differentiated employer value proposition (EVP) which adds impetus to the employer brand; a desired
> future state relative to the company's strategic objectives and preferred culture which is informed by five
> main elements, namely: work environment and affiliation (this includes values, culture, quality of

colleagues, managers and leaders); work content including challenging work and work-life balance; and benefits including development and career growth (indirect financial reward).

Effective employer branding, backed by compelling employer value propositions, is now a necessity for those organisations that seek to acquire and retain top talent. While attributes of effective employer brands or employer value propositions cannot be prescribed for organisations, the current studies suggest that organisations should take heed of these and try to include them in their employer brands. This will, of course, be determined by the organisations' local needs and requirements.

2.6.6 Information technology and the use of human resource information systems in organisations

Effective talent management strategies should be driven by an information technology system that is able to collect data and process it quickly into information that can help HR managers in their decision making. According to Kumar and Parumasur (2013, p. 861) organisations world-wide now realise that the goals of the business have "concurrently invested in technology and in particular Human Resource Information Systems (HRIS) to recruit, support and manage its HR".

According to Kumar and Parumasur (2013, pp. 861-862), "in municipal organisations, an integrated HRIS is needed to manage employees' concerns, salaries, details, benefits leave administration and other functions in a timely and organised manner." They further suggest that "it removes burdens of HR to carry out mundane requests from employees thus giving HR staff more time to spend on strategic tasks" (2013, p. 865). If HR activities are managed strategically, that will maximise uses and benefits.

2.7 TALENT MANAGEMENT PRACTICES

2.7.1 Training and development

This section explores how organisations approach the issues of training and development of their workforces. It investigates whether formal training and development programmes exist in organisations. It reviews the relevant literature. It examines whether managers realise that succession management is another form of training and development and cannot be separated

from it. In general, this section reviews the current training and development practices in organisations and how they can contribute to the effective management of talent, and ultimately talent retention. Training and development is described by Niaz (2011, p. 43) as the process to obtain or transfer KSA (knowledge, skills and abilities) needed to carry out a specific activity or task. In addition, employees see training and development as a way of motivating and empowering them to grow in their careers. Hence training and development can contribute to a working climate, where employees perceive that they are appreciated and where chances of learning are being offered to them.

As Govaerts & Kyndt (2011, p. 48) assert, establishing an appreciative working climate together with rules and procedures, increases the employees' motivation to continue working. Prius (2011, p. 208) asserts that training and development (T&D) should be based on principles. It must be driven by a crystal-clear policy which is perceived as an integrated process that is linked with other processes such as recruitment, selection, performance management and succession planning. Hence, after talent identification and the recruitment and selection processes, organisations need to provide support and assistance to maximise the potential and performance of their employees. Development and learning are critical to attracting and retaining employees because talented people are inclined to leave if they feel they are not growing or stretching (Michaels et al. 2001, p.14).

2.7.1.1 Benefits of training

According to Parry (2008, p. 5) organisations that make strategic, rather than operational employee development decisions are best placed to see gains. Successful organisations are typified by those that have a long-term focus on employee development. Salopek (2008, p.24) describes employee training as the transference of traditional job-related knowledge and skills and career development to activities which facilitate movement within an organisation such as performance management, succession planning and promotions. These training and development initiatives can contribute towards changing attitudes within the organisation and to new ideas being communicated, resulting in organisations reinventing themselves for the better (Daniels 2003, p. 39).

Training provides the opportunity to raise the profile of development activities in the organisation. It increases the commitment levels of employees and reduces the perceived growth inequality. In addition, Shah and Burke (2003, p. 35) assert that organisations which create a training culture have a longer-term perspective on training and will, in addition to learning new skills, build effective teams, improve quality standards and meet corporate objectives. According to Daniels (2003, p. 39) this can contribute to increased employee retention and organisations, gaining a sustainable competitive advantage. On the other hand, development reduces the turnover rate of employees, provides advancement opportunities and reduces absenteeism (Sharma et al. 2010, p. 762).

Garavan, Carbery and Rock (2012, p.15) assert that the notion of a one-size-fits-all approach in terms of talent development is ineffective. They point out that there is a need for an increased emphasis on customising talent development strategies to meet the needs of individuals. They further suggest that these talent development strategies should take into account individual needs, learning styles and current work priorities Garavan, Carbery and Rock (2012, p.15). Talent development processes, therefore, need to be less prescriptive and more concerned with the needs of individual talent. Personalisation and customisation as they continue to suggest raises the value of individual development planning processes. They also create design of development pathways suited to current and future needs of individual learners (Garavan, Carbery & Rock 2012, p. 15).

Furthermore, employees need to be made aware that opportunities exist for career growth regardless of whether an organisation has or does not have career pathing for employees. Employers need to establish employee development plans. This must be a joint responsibility involving the employee and the line manager and must be linked to current competencies, performance management outcomes and organisational needs (Duttagpta 2005, p.7). By formulating clear career goals for each employee, along with the resources and specific pathways to achieve the goals, organisations can benefit from increased employee loyalty (Marley-Wallace 2007, p. 29).

2.7.1.2   Succession management

Succession planning and leadership development are key processes in assessing and developing an organisation's leadership talent (Day 2007, p. 2). The widespread flattening of organisational structures and significant changes in work arrangements have forced executives and management development professionals to rethink how high potential managers attain the requisite developmental experiences for senior leadership (Groves 2007, p. 240). Day (2007, p. 3) adds that task migration will occur when traditionally higher-level leadership responsibilities are transferred to leaders at lower levels. This, as he further observes, is partly "a function of the trend toward redesigning flatter organisations in which greater leadership gaps become apparent". Issues that were typically handled by senior leaders in the past have been handed down to junior leaders, so the former can focus on even more complex issues.

In addition, recruitment and retention are tied to issues associated with whether employees feel that their professional potential is being developed and used in the best possible way. Such opportunities can be provided through succession management programmes where opportunities across the organisational spectrum to participate in leadership development efforts, are encouraged. This, as Day (2007, p .4) observes, "… is something that can provide an incentive to join and remain with an organisation" (Day 2007, p .4).

In the public sector, effective local leadership is "… a catalyst for good governance and development and can directly advance on-going processes, create links between existing levels, negotiate on behalf of local interests and connect them with the national" Curristine (2005, p. 8). Hence leadership becomes a key strategic component for democratic governance, inclusion and HR development. Local leadership development, as Curristine (2005, p.8) ascertains "… strives to achieve better and more inclusive participatory governance, better utilisation of resources, more effective management, increased efficiency and value added for program and projects at all levels of society". Succession management helps to provide continuity in the leadership pipeline and to develop a deeper capacity for leadership and performance. To implement an integrated and effective succession management process, explicit links must be drawn between what the organisation values as talent and the core strategies of that organisation. In terms of succession management,

high-potential employees have both strong technical skills as well as the potential to develop a strong leadership competence. Hence, as Day (2007, p. 6) asserts, "Succession management anchors the most comprehensive end of the succession processes in that it identifies successors (replacement planning) and develops them (succession planning)".

2.7.1.3   Other development activities

Groves (2007, p. 250) indicates that the executives report a range of developmental activities in their organisations "… including stretch assignments, action learning projects and internal courses and workshops". The report further indicates that "the CEO, senior executives and mid-career managers, with the support of human resource professionals, deliver the projects, assignments, and courses." Regarding stretch assignments, they "… report many developmental benefits including: exposing high potentials to several functional and product areas, providing invaluable working experience with a variety of executives and colleagues, and collecting diagnostic data on high potentials performance to inform the succession planning decisions" (Groves 2007, p. 252).

In the CIPD (2008) learning and development survey which provides data on current and emerging trends and issues in learning and development, coaching was identified as the most used development initiative "… with 71% of organisations undertaking coaching activities, and with a similar proportion (72%) finding coaching to be an effective tool." The study indicates that the purpose of this coaching "… is demonstrably used for general personal development". This was supported by 79% of the participants. Other uses of coaching in the study include remedying poor performance (74%), whereas in other organisations it was positioned as part of a wider management and leadership development programme.

The survey also revealed that in-house development and on-the-job training programmes are the most popular among line managers. In general, development programmes form part of training and development initiatives. Development programmes take a variety of forms such as coaching by line managers, e-learning, internal knowledge-sharing events, on-the-job training, coaching by external practitioners, mentoring and budding system, job rotation, secondment and shadowing, formal education courses, instructor-led training delivered off the job, external

conferences, workshops and events, action learning sets, audio tapes, videos and learning resources (CIPD 2008, p. 11).

According to Groves (2007, p. 241) reviews and meta-analyses by Collins and Holton (2004), Day (2001), Burke and Day (1986), and Kur and Bunning (2002), indicate that best practice leadership development methods include: 360-degree feedback, executive coaching, mentoring, networking, job assignments and action learning. Organisations actively promote the value of mentoring by delivering formal mentoring programs and encouraging the formation of informal mentoring relationships among managers and high potentials. Managers develop mentoring relationships with high potential employees of varying business units, work experience and functional or product expertise, thereby creating a mentor network. The practice of managers developing a network of mentors rather than traditional one-on-one mentoring is consistent with recent research suggesting that mentor networks are critical to managerial career success in today's organisations and that having multiple mentors is strongly correlated with high promotion rates (Groves 2007, pp. 244-246).

2.8 PERFORMANCE MANAGEMENT

While performance management (PM) remains a critical aspect of an effective talent strategy, there are questions about the way organisations conduct it and how successful organisations are regarding talent management. This section explores what informs PM, and reviews the literature on the way PM has been approached by organisations.

The term performance management (PM) is commonly used to describe a range of managerial activities designed to monitor, measure and adjust aspects of individual and organisational performance through management controls of various types. Performance management is the process of assessing progress toward achieving predetermined goals for the achievement of corporate goals through meeting and exceeding customers' needs better than the competitor (Pradhan & Chaudhury 2012, p. 242). It integrates the management of organisational performance with the management of individual performance (Mackie 2008, p. 1).

Brudan (2007, p. 120) suggests an integrated approach, linking together all levels of performance management as a necessity for both research and practice to facilitate the understanding and

usage of performance management systems. He suggests a performance management system based on three performance management levels, with their corresponding theories and themes. The first two levels, strategic performance management and operational performance management, look at performance management from the macro point of view and take a systematic approach to organisational performance management. As part of the two levels, performance management identifies the organisation's objectives, the necessary results to achieve these objectives and the drivers to achieve them. The last level, which is individual performance management (Brudan 2010, p. 119), is behaviourally and methodologically individualistic, taking a micro point of view, which focuses on individual performance management.

Brudan (2010, p. 120) distinguishes between the traditional dominant practice in performance management and the emerging approach to performance management based on five elements of analysis. These are:

- The school of thought
- The main focus
- Definitions and levels of integration
- Organisational governance
- Discipline of study.

Current and emerging approaches to performance management focus on learning and improvement; follow an integrated approach to performance management; use a unified approach to organisational performance by using performance management office as a centre of organisational expertise and aggregate performance management body of knowledge in a coherent independent discipline.

According to Mackie (2008, p. 2), organisational performance management can serve two distinct functions:

(1) Intra-organisational performance management which ensures that there are appropriate internal controls to monitor the extent to which the organisation and its sub-units are achieving what they are supposed to achieve. As part of this function, organisational management is required to periodically review and evaluate performance standards attained and performance

trajectories, taking corrective action as appropriate where deviations from the desired standards are detected

(2) Extra-organisational performance management, whereby performance is communicated for the purposes of governance and accountability to organisational stakeholders including government, funding bodies, audit agencies and the wider public.

Many authors tend to use the phrases 'performance measurement' and 'performance management' interchangeably. However, according to Fryer, Antony and Ogden (2009, p. 480), the two terms describe different functions. Performance measurement is about the past while performance management "extrapolates the data to provide information about the future". Radnor and Barnes (2007, p. 393) differentiate them in another manner: Performance measurement quantifies (either quantitatively or qualitatively), the input, output or level of activity of an event or process. Performance management is described as an action, based on performance measures and reporting, which results in improvements in behaviour, motivation and processes and promotes innovation. On the other hand, Brudan (2007, p. 111) asserts that performance measurement is a sub-process of performance management. It focuses on the identification, tracking and communication of performance results by using performance indicators. Performance measurement deals with the evaluation of results, while performance management deals with taking action based on the results of the evaluation. Fryer, Antony and Ogden (2009, p. 481) suggest four aspects of performance measurement. These are: deciding what to measure; how to measure it; interpreting the data and communicating the results. They suggest that the Balanced Scorecard is a very popular way of measuring performance and that it can incorporate a range of indicators to produce a more rounded picture of performance to ensure that different stakeholders' views are incorporated and reflected in the performance management system (Fryer, Antony, & Ogden 2009, p. 482).

Based on a comprehensive review of literature on performance management, Mackie (2008. p. 1) argues that performance management is not only about identifying, quantifying the output or the level of activity and then reporting on its improvement. It integrates the management of organisational performance with the management of individual performance. This normally incorporates aspects of individual performance such as appraisal, personal development and

rewards. He adds that there is clear evidence that having a clear purpose, and the means to monitor progress towards goal attainment, promotes a performance culture in organisations (public and private). A performance culture assists in achieving enhanced organisational performance levels. In the public sector, for instance, there are requirements, often statutory, for organisations to maintain high standards of corporate governance, accountability and public reporting. This requires systems of extra-organisational performance management (Mackie 2008, p.1).

According to Jarrar and Schiuma (2007, p. 5) quality goals are unlikely to be attained by only introducing measurement and evaluation systems, but can be achieved by providing inspiring missions and goals. Without clear-set goals and targets for employees, performance management loses meaning. As Mackie (2008, p. 23) puts it, "Effective management of performance needs to be a formalised process with performance measures updated at least annually, formal reviews held regularly and development plans agreed and monitored." This requires senior management's commitment and active participation.

Performance management in the public sector has been faced with challenges regarding targets Government need to ensure that public money is well spent and that important outcomes are realised. In other instances, targets may be too rigid and undermine the morale of staff; in others targets may have perverse unintended consequences and it is not always clear who is responsible for a target, and the data is not always credible (Social Market Foundation 2005, p. 19).

Similarly, performance indicators have been used extensively for reporting performance (post-control) and less for the purpose of planning (pre-control) and monitoring (concurrent control) systems of organisational performance management. (Social Market Foundation 2005, p. 20). This is a problem as it may undermine the effectiveness of PMs in public organisations. Marr (2008, p. 10), asserts that the public sector has a reputation for lacking clarity. This might be because of the multiple, often conflicting, agendas that arise in political and multi-stakeholder environments. In addition, public sector organisations often struggle to differentiate between their immediate targets (e.g. getting more police officers on to the streets) and the targeted outcomes (e.g. reduced crime levels).

According to Yawson and Sutherland's findings (2010, p. 165), budgets are not tied to performance but typically to recurring costs (notably staffing). Thus few incentives exist to improve performance. The monitoring and evaluation information generated by discrete projects does not provide sufficient data on the performance of an organisation. In addition, both private and public sector organisations have suffered from the lack of a balanced and strategic approach to performance management. In private organisations it is too narrow or too broad, and cluttered in public organisations (Yawson and Sutherland 2010, p. 167).

The relatively high levels of centralisation in the public sector have presented more challenges to the sector than there are in the private sector. For instance, public sector managers tend to use performance management systems that are imposed on them from the hierarchy within their systems. Managers tend to be more focussed on obtaining immediate results, to the detriment of the long-term vision and ethos of the public sector. As Jarrar and Schiuma (2007, p. 5) assert, in many respects, the new trends in performance management and in the management style and system, represent a shift in values from equity, security and resilience features of the public sector to efficiency and individualism.

According to the National Performance Management Advisory Commission (United States of America) (2010, p. 8) traditional government processes and practices have too often emphasised a process-compliance definition of results rather than an outcome-based definition. "Compliance with prescribed processes may help to assure fairness, fiscal probity or adherence to the law, but it often results in less emphasis on achieving actual substantive benefits for the public." Further still, performance management principles and practices work to assure that the organisation's strategies, processes and the culture itself are aligned with the results the organisation aims to achieve, while still ensuring fairness, proper stewardship and adherence to the law (National Advisory Commission, 2010, p. 8).

According to Osmani and Mahigi (2012), performance management can motivate employees through the use of growth in salaries and other rewards such as appreciation, gratitude and praise. Performance management is one of the tools for creating a more efficient and profitable business. In the public sector that has often historically been viewed as an "ineffective, highly political and a time-consuming chore" (Mackie 2008, p. 23).

Performance management could assist in articulating goals so that employees and managers can understand expectations. It would provide valid information on just how well they are doing; and would enable management to link fair and equitable rewards to performance; provide tactful and just-in-time feedback on areas in need of improvement and opportunities for personal development could be identified (Mackie 2008, p. 23).

In addition, Gottfredson and Joo (2012, p.5) offer research-based recommendations for using performance management. These include creating and maintaining individualised developmental plans; ensuring that work is challenging, interesting, and meaningful; providing clear advancement opportunities and implementing contingent rewards. They argue that implementing these recommendations can turn performance management into an effective tool that can assist in retaining top talent and preventing competitors from stealing a firm's crucial source of competitive advantage.

Morgan and Jardan (2010, p. 20) advocate for an integrated talent management strategy (ITMS), which measures organisational and individual capability gaps and aligns strategy, organisational design and people. The ITM strategy ensures that the systems, structure, policies and processes relate to driving the business strategy. In addition the strategy should be aligned and operationalized by articulating the vision, mission and business plan and by engaging colleagues through cascading goals. In this way, goal achievement would flow into performance management. Saks (2010, p. 127), on the other hand, presents a performance management model which is called the Engagement Model because the primary focus of the model is on fostering engagement as a precursor to high performance.

The Engagement Model focuses on employee engagement and requires a holistic perspective that encompasses the entire organisation and comprehensively addresses the constituents of performance. These constituencies include:

▪ The performance agreement that outlines what employees will be expected to accomplish. For instance, the parameters of a job and its associated goals and performance indicators, which should be subject to negotiation in order to foster engagement.

- Engagement facilitation where the focus is on job design, leadership, coaching, supervisor support and training in order to assist employees and facilitate the development of engagement.
- Performance and engagement appraisal and feedback, which focuses on perceptions of justice and trust as drivers of engagement, as opposed to the common focus of performance appraisals on rating accuracy.

Each of the preceding components contributes to employee engagement, which is associated, in turn, with improved performance (Saks 2010, pp. 127-128).

Referring to various assertions presented by literature in the previous paragraphs, it becomes clear that there is a growing trend of organisations to adapt to more holistic models of performance management. These models are not only aimed at setting targets and then measuring performance against them but also consider a more integrative approach by connecting performance to employee expectations and employer value propositions. In this way performance management can be considered more as a talent retention strategy rather than a mere HR practice.

2.9   EMPLOYEE REWARD MANAGEMENT PRACTICES

Reward management, as defined by Armstrong (2007, p.3), deals with the strategies, policies and processes required to ensure that the contribution of people to the organisation is recognised by both financial and non-financial means. It is about the design, implementation and maintenance of reward systems (reward processes, practices and procedures), which aim to meet the needs of both the organisation and its stakeholders.

Jiang (2009, p. 178) and Armstrong (2007) refer to rewards as the compensation employees receive from organisations for their services. This compensation is not simply a direct currency or other form that can be converted to currency, but includes non-monetary rewards or compensation such as a comfortable office, favourable interpersonal relationships or having access to decision making.

As part of an integrated talent management strategy that is aimed at attracting and retaining talent, organisations need to develop well-balanced reward strategies in order for them to remain competitive in the current turbulent market. A reward strategy describes what the organisations would want to give their employees as compensation for their performance. According to Armstrong (2007, p. 52) the strategic process of determining rewards generally starts with a review of the current reward arrangements and situation, then a definition of the desired future state is formulated and the reward initiatives and activities to close the gap between the current situation and desired future state are developed. A reward strategy constitutes a framework for developing and implementing reward policies, practices and processes. These, as Armstrong (2007, p. 53) observes, ensure that "People are rewarded for doing the things that increase the likelihood of the organisation's business goals being achieved" (Armstrong 2007, p. 53).

According to Jean-Claude (2007, p. 3) "Traditional reward systems do not communicate or support strategic business priorities because they are inflexible and not reflective of business results". Hence there is a need to develop well-structured reward systems which, as he suggests, are a powerful force that motivates performance excellence and sends out a strong message about what is important to the business. In most organisations, this reward system is informed by the total reward strategy.

The conceptual basis of total rewards, as Armstrong (2007, p. 32) asserts, is that of "Configuration or 'bundling' so that different reward processes are interrelated, complementary and mutually reinforcing". He further suggests that total reward strategies are "Vertically integrated with business strategies and horizontally integrated with other HR strategies to achieve internal consistency". The total reward approach as suggested by Armstrong (2007, p. 32) is holistic and does not rely on one or two reward mechanisms operating in isolation. It takes into account the different ways in which people can be rewarded and obtain satisfaction through their work. Its aim as he suggests further is to maximise the combined impact of a wide range of reward initiatives on motivation, commitment and job engagement (Armstrong 2007, p. 32).

There are other total reward models which take a similar view to Armstrong's: The Hay Group Model is one of them. Like Armstrong's model, the Hay Group of total rewards, recognise that total rewards need to include both tangible and intangible rewards. According to Armstrong

45

(2007, p. 32) these are referred to as 'transactional rewards' and may include total remuneration in the form of base pay, employee benefits and contingent pay. The other component of rewards, according to the Hay Group, appears in various forms such as future growth opportunities, an enabling environment, organisational culture and values, work-life balance and quality of work (Pyper & Boreham 2009, p. 4). Armstrong refers to these as relational rewards.

Another total reward model, which was developed by WorldatWork, recognises the need for a reward strategy that provides the organisational and environmental context in which total rewards strategies and programmes exist. The strategy articulates the desired outcome of attracting, motivating and retaining satisfied and engaged employees who create business performance and can demonstrate the dynamic relationship between employees and employers, that is "The employee's contribution of time, talent and efforts for desired business results" (WorldatWork 2011, p. 3).

The model leverages five elements to attract, motivate and retain talent. These elements are:

- Compensation
- Benefits
- Work-life
- Performance and recognition
- Development and career opportunities (WorldatWork, 2011, p. 4).

The Watson Wyatt's innovative Total Rewards Mode, on the other hand, proposes a strategy to fashion a total rewards programme that delivers the "right mix of role-based and career and environmental rewards to meet the company's objectives" (Watson Wyatt 2007, p.2). By taking a total rewards approach, Watson Wyatt believes that organisations can achieve the best mix of monetary and non-monetary rewards to align the "Entire array of reward programmes with company goals, lower fixed costs and risk, balance costs and perceived value of compensation and benefits, improve employee attraction and retention, increase employee morale, motivation and productivity, and improve competitive positioning" (Watson Wyatt 2007, p.2).

In the their 2011/2012 Talent Management and Rewards Study on North America, WorldatWork and Tower Watson talk about the "changing face of total rewards" which needs an effective total

rewards programme that is aligned with business strategy and gives shape to the broader EVP (WorldatWork and Tower Watson 2012, p.3). They suggest that successful organisations develop and implement human capital strategies and EVPs that are sustainable through the ups and downs of the business cycle, allowing them to effectively manage risks and deliver a positive return on investment (ROI). They, therefore, propose creating a sustainable reward and talent management approach which uses the following three principles: integration, segmentation and agility. They assert that:

by articulating and documenting their employee value proposition (EVP) and their total rewards strategy, and then applying the three key principles of integration, segmentation and agility to their reward and talent management model, organisations can significantly, improve their human capital risk management and the return on their investment in talent (WorldatWork and Tower Watson 2012, p.10).

2.10   EMPLOYEE ENGAGEMENT

This section on employee engagement explores the following:

- ▪ The evolution and definitions of engagement.
- ▪ Factors or drivers of engagement.
- ▪ The impact of employee engagement on organisational performance indicators or business outcomes such as profitability, customer satisfaction, company growth, productivity
- ▪ Its benefits and importance to organisations, and the strategies or practices companies should employ to engage and to keep their employees in their jobs.

One of the earliest studies on engagement was undertaken over twenty years ago by Kahn (1990). Despite Kahn's earlier work on engagement, there has been no follow up to examine the construct in depth. As a result, the notion of employee engagement has remained a relatively new one. It has been heavily marketed by human resource (HR) consulting firms that offer advice on how it can be created and leveraged. The empirical research that has appeared on the topic reveals little consideration for rigorous testing of the theory underlying the construct (Macey & Schneider 2008; Markos & Sridevi 2010).

47

According to Markos and Sridevi (2010, p. 89) the construct 'employee engagement' is built on the foundation of earlier concepts such as job satisfaction, employee commitment and organisational citizenship behaviour. These concepts reflect a focus on the aspects of engagement that are likely to be most directly involved in driving positive employee behaviour (Ivan & Cory 2009; Markos & Sridevi 2010, p. 90).

Macey and Schneider (2008, p. 4) assert that a common element of employee engagement definitions is the notion that employee engagement is a desirable condition which has an organisational purpose. It implies involvement, commitment, passion, enthusiasm, focused effort and energy. Engagement definitions have both attitudinal and behavioural components. Organisational commitment is an important facet of employee engagement. It should be a positive connection to the organisation as a whole and should be measured as a willingness to exert energy in support of the organisation, to feel pride as an organisational member and to have personal identification with the organisation (Kahn 1990, p. 9).

Macey and Schneider (2008, p. 5) observe that a number of other researchers have used constructs such as involvement, initiative, and sportsmanship to refer to employee engagement, while others have used it as a performance construct where employees can be seen as producing more than their required level of performance For example, Wellins and Concelman (2005, p. 1) have suggested that engagement is "the illusive force that motivates employees to higher (or lower) levels of performance," while Dvir (2002, p. 737) has defined active engagement in terms of "high levels of activity, initiative, and responsibility". Lockwood (2007, p. 2) has defined employee engagement as "the extent to which employees commit to something or someone in their organisation, how hard they work and how long they stay as a result of that commitment". Kahn (1990, p. 700) concluded that "people become physically involved in tasks, whether alone or with others, cognitively vigilant, and empathetically connect to others in the service of the work they are doing in ways that display what they think and feel, their creativity, their beliefs and values, and their personal connections to others." Where people fail to display commitment, or become physically or emotional involved, one can say that they are either not engaged or they are disengaged.

Personal disengagement, Kahn (1990, p. 694) asserts, is "… the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances." He further ascertains that "engaged employees work with passion and feel proud to be connected to their company. They drive innovation and move the organisation forward. Those that are not engaged are essentially checked out". The actively disengaged employees are not only unhappy at work; they are busy acting out their unhappiness. Every day, these workers undermine what their engaged co-workers accomplish (Gallup Survey 2006).

In their intensive review of literature on the current thinking about employee engagement, Robertson-Smith and Markwick (2009) conclude that there are three approaches to defining employee engagement. Accordingly, they have categorised the definitions into three types:

Firstly the company-based models, which view engagement as an outcome. Engaged employees show commitment, loyalty, exert discretionary effort, use their talents to the fullest and are enthusiastic advocates of their organisation's values and goals. Many employees see engagement as a step higher than satisfaction or motivation (Robertson-Smith & Markwick 2009, p.9).

Secondly, the academic definitions, which focus on outcomes of engagement (advocacy, dedication, discretionary effort, fostering change); the psychological state (employees fully involve themselves in work, are absorbed, focused and energised) and the two-way beneficial relationship between employer and employee.

Thirdly, the consultancy-based models, which define engagement as a psychological state with numerous outcomes for the organisation, consider the role of the organisation in enabling it and where engagement results from having a line of sight between individual and business performance, so that staff understand their contribution, and there is a culture that values, encourages and listens (Robertson-Smith & Markwick 2009, p .9).

Whilst academic definitions of engagement tend to focus on the outcomes of engagement (advocacy, dedication, discretionary effort) in much the same way as companies, they do pay more attention to the psychological state of engagement. They describe engaged employees as

being fully involved in their task, absorbed, charged with energy, vigour and focused, so much so that they lose track of time at work.

Other researchers, such as Ivan & Cary (2009 p.326), are critical of the emphasis most definitions of employee engagement put on the three core concepts of attachment, commitment and organisational citizenship. They claim that these concepts focus on the aspects of engagement that are likely to be most directly involved in driving positive employee behaviour. As such, they view this focus as "narrow engagement" which emphasise only the factors that are of most direct interest to employers and organisations since they describe positive employee behaviour that is likely to lead to more effective performance and confer direct benefits on the organisation.

Ivan & Cary (2009 p. 326) believe that this is an incorrect approach to employee engagement. They suggest that a better approach would need to "associate psychological well-being with the experience of positive feelings (moods and emotions) and factors such as overall life satisfaction". In other words, for this approach, psychological well-being involves feeling good and encompasses both the degree to which employees experience positive emotions at work and the extent to which they experience meaning and purpose in their work (Ivan & Cary 2009 p. 328). The incorporation of commitment, citizenship behaviour and psychological well-being into a single concept of full engagement provides a construct that delivers benefits for both employees and organisations. Ivan and Cary (2009 p. 328) conclude that a wider construct of "full engagement" which incorporates commitment, citizenship and employee psychological well-being is likely to provide more beneficial outcomes for employees and organisations alike and for practitioners and researchers. It can also assist in identifying the key factors that might be used to bring about improvements in full engagement (Ivan & Cary 2009, p.329).

The proposition that psychological well-being is important in developing sustainable levels of employee engagement appears to be consistent with theoretical expectations and background research evidence. Individuals with higher levels of psychological well-being behave differently, in ways that would be expected to lead to higher levels of engagement (Ivan & Cary 2009, pp. 333 – 334). In addition, concentrating only on commitment and citizenship leaves employees at

risk of poor psychological health and implies that high levels of engagement are unlikely to be sustained over time.

The concept of full engagement is premised on the principle that the beneficial impact of narrow engagement is enhanced when psychological well-being is high and the negative effects of low engagement would be exacerbated when psychological well-being is poor (Ivan & Cary (2009, p. 328). Schmidt, Corey and Keyes (2003, p. 3) assert that the well-being of employees is in the best interest of communities and organisations. They argue that the workplace is a significant part of an individual's life and affects his or her life…" Erickson (2005, p. 14) articulated a view consistent with the foregoing arguments when he asserted that "Engagement is above and beyond simple satisfaction with the employment arrangement or basic loyalty to the employer – characteristics that most companies have measured for many years". He claimed that "Engagement is about passion and commitment – the willingness to invest oneself and expend one's discretionary effort to help the employer succeed" (Erickson (2005, p. 14).

Engaged employees consistently demonstrate three general behaviours: the employee advocates for the organisation to co-workers and refers to potential employees and customers; the employee has an intense desire to be a member of the organisation despite opportunities to work elsewhere, and the employee exerts extra time, effort and initiative to contribute to the success of the business (Baumruk 2006, p. 25). However, these behaviours need to be nurtured and developed. Proper identification of key drivers of engagement is necessary to ensure that appropriate engagement strategies and practices are implemented.

Most research on employees' engagement tends to use similar engagement drivers with slight variations from company to company. The key drivers of engagement as revealed by the Hewitt research (Baumruk 2006, p. 25) are "relationships, total rewards, opportunities, quality of work-life, people practices and the work". These drivers can all be affected by the immediate managers. The core areas that managers can focus on in order to improve their employees' engagement are: accelerated coaching and career support; recognition and accountability and involvement (Baumruk 2006, p. 25). When employees are motivated through engaging practices, they will develop emotional attachment to their work and their organisation, thus reducing the possibility of leaving the organisation. According to CIPD (2006, p.42) the intention to stay,

which can be explained as a proxy for actual leaving behaviour, and which gives a good indication of how employees generally feel about their work and their working environment, is said to be closely linked to employee engagement

Literature suggests that employee engagement should be led and championed by executives and HR managers (Lockwood 2007; Kahn 1990; Robinson et al. 2007). The 2006 Annual Survey report 'How engaged are British employees?', based on the study conducted by the Chartered Institute of Personnel and Development (CIPD 2006), identified management, leadership and communication as key drivers of engagement. These were expressed in the form of employees having opportunities to feed their views upwards; feeling well-informed about what is happening in the organisation and thinking that the manager is committed to the organisation.

Studies reveal a positive relationship between employee engagement and organisational performance outcomes, employee retention, productivity, profitability, customer loyalty and safety. Research indicates that the more engaged employees are, the more likely their employer is to exceed the industry average in its revenue growth. Employee engagement was found to be higher in double-digit growth companies (Markos & Sridevi 2010, p. 92).

A study by Towers Perrin (2008, p. 12) revealed that engagement has three dimensions: emotional engagement (being very involved emotionally with one's work); cognitive engagement (focusing very hard while at work) and physical engagement (being willing to 'go the extra mile' for the employer). In addition the study indicated the following:

- Levels of engagement among the under-35s are significantly lower than those in older age groups.
- Engaged employees perform better than others, are more likely to recommend their organisation to others, take less sick leave and are less likely to quit; older employees are more engaged than younger employees.
- Perceived managerial fairness in dealing with problems impacts significantly on individual performance, although it is not significantly related to engagement.

- Engaged employees experience increased job satisfaction and more positive attitudes and emotions generally towards their work, suggesting that enhanced levels of engagement are of benefit to the individual as well as their employer.
- Two in five employees are satisfied with relations between managers and employees in their organisation, while over a quarter are satisfied with the way their organisation is managed and over a quarter are satisfied with their opportunities for promotion and demographic variables alone are not predictors of levels of engagement or performance.

A positive working environment and sound management practice is the key to fostering high levels of engagement and performance for everyone (Tower Perrin, 2008, pp. 4-10).

2.11   CONCLUSION

Irrespective of the challenges associated with the attraction, recruitment and retention of talented employees, there are indications that a number of organisations are working hard and are investing heavily to attract the required talent. However, the effective accomplishment of this endeavour requires appropriate talent management strategies and practices that can make organisations more attractive so as to entice people to join them. The question to be asked is whether organisations are able to develop such strategies. Findings from literature have indicated a number of talent strategies that organisations can use to ensure that they attract and retain their employees.

Considerable findings indicate that whether in the public or private sector, there are major factors which tend to explain the reasons why employees are attracted to a particular organisation, and not the other, and what motivates and makes them stay there. Managers must be aware of such factors because these factors may significantly impact on the way they attract and retain employees in their organisations. Human Resource managers and practitioners in municipal organisations can no longer stand aloof and wait for things to happen. They need to become more innovative and adapt to new HR practices such as talent management. The literature provided in this chapter gives a clear picture of what could be waiting for these managers if they are to leverage talent management as a strategic tool in their retention efforts.

This chapter has highlighted the theoretical knowledge underpinning the conceptual understanding of the term talent and talent management. It has further explored a literature discourse that seeks to explain talent management strategies and practices that managers use to attract and retain talent in their organisations.

CHAPTER 3: LITERATURE REVIEW

3.1   INTRODUCTION

This chapter presents a theoretical literature review of the current state of talent management in South African municipalities. The review helps to develop a theoretical understanding of the talent strategies and practices currently used by municipalities and the underlying problems and challenges, which municipalities face in their efforts in trying to recruit and retain the best talent within this sector. Furthermore, the review establishes the link between talent management strategies and practices, as well as the retention of employees in the local government sector and subsequently highlights existing gaps in literature in relation to the retention of best talent vis-à-vis the need for effective talent management practices and strategies within the sector.

The chapter gives a brief background on the evolution of the current South African local government sector and some of the challenges and problems that it is encountering in relation to the attraction, recruitment and retention of best talent. Secondly, the chapter reviews the HR policies and practices that are in place to assist management in dealing with talent issues. In addition, the review evaluates talent strategies and talent management practices that have been identified in literature within this sector in regard to the effective management of talent and its retention. Drawing on this review of the municipalities and the theoretical review of talent management in organisations in chapter 2 of this study, a theoretical framework for this study is developed.

3.2   AN OVERVIEW OF SOUTH AFRICAN LOCAL GOVERNMENT POLICIES, LEGISLATION AND ASPIRATIONS

This section looks at the legislation and policies that have been instrumental in the establishment of the current South African local government. It explores how each of those items of legislation and policy has contributed to the overall aspirations of the municipal sector. In addition, this section examines some of the policies and legislation that are likely to have an impact on talent management; and it further explains how municipal managers can use some of these policies and the legislation to justify the need for using talent strategies in the retention of talent.

The South African local government sector has gone through enormous changes since the inception of the first inclusive democratic government in 1994. As Greyer (2007, p, 2) asserts, there are clear differences between the local government which existed before 1994 and the current one, which emerged after these democratic elections. Before 1994, local government was based on racial lines which pitted the blacks against the whites, or Indians. It was the Local Government Transition Act of 1993 which set in motion the process of establishing a local government that would result in the new local government system as we know it today.

This process as Greyer (2007, p, 2) further asserts, was mapped out of three phases:

> the pre-interim phase (1993 – 1995), which prescribed the establishment of local forums to negotiate the appointment of temporary councils, which would govern until municipal elections; the interim phase, beginning with municipal elections in 1995/96 and lasting until the next elections in 1999, and the final phase, when a new local government system was established, from 1999 up to the elections of 5 December, 2000.

These three phases were mapped out by the local government transition Act, LGTA, 209 of 1993 (Green Paper 2009, p. 115; Greyer 2007, p.2; Nyalunga 2006, p. 2).

Chapter 8, section 151 of the South African Constitution of 1996 provided for the establishment of the new local government and the status of municipalities as a local sphere of government, which, was to be established for the whole of the Republic (Republic of South Africa Act, No. 108 of 1996). The local sphere of government is located within the communities and is therefore well placed to respond appropriately to local needs, interests and expectations of the communities (Koma 2010, p. 113; Roux 2005, p. 64).

In addition, the term local government refers to the collective sphere of government, which encompasses all municipalities. This sphere is neither independent nor autonomous from, nor sub-ordinate to national and provincial government. It needs just to maintain open, co-operative and constructive relations with both provincial and national government, operating as one component of the broader state structure (Roux 2005, p. 64).

3.2.1 The Constitution of the Republic of South Africa (Act 108 of 1996)

The Act provides for three primary spheres of government, namely local, provincial and national and outlines the functional areas of each sphere. Section 152 of the Constitution sets out the constitutional objectives for local government as follows:

- to provide democratic and accountable government to local communities to ensure the provision of services to communities in a sustainable manner to promote social and economic development
- to promote a safe and healthy environment, and
- to encourage the involvement of communities and community organisations in the matters of local government (COGTA 2009, p. 7).

Section 195, sub-section (1) of the Constitution sets out the ideals for Public Administration which was to be governed by democratic values and principles. These included the following:

- A high standard of professional ethics to be promoted and maintained in the public sector.
- Efficient, economic and effective use of resources must be promoted.
- Public administration must be development-oriented.
- Services must be provided impartially, fairly, equitably and without bias.
- People's needs must be responded to, and the public must be encouraged to participate in policy-making.
- Public administration must be accountable.
- Transparency must be fostered by providing the public with timely, accessible and accurate information.
- Good human-resource management and career- development practices, to maximise human potential, must be cultivated.
- Public administration must be broadly representative of the South African people, with empowerment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

The Constitution, the White Paper on Local Government and the legislative framework for local government provide municipalities with a structure to manage their administration. They also

57

outline political decision making systems, and define principles for structuring administration (COGTA 2009, p. 7).

3.2.2   White Paper on Local Government (1998) & Bathopele White Paper (1997)

In order to fulfil one of the objectives of the South African Constitution, which is the provision of democratic and accountable government to local communities, and encouraging the involvement of communities and community organisations in matters of local government, the White Paper on Local Government (1998) was developed to streamline how this objective would be achieved in the new local government. Hence the central focus of the White Paper on Local Government (White Paper 1998) dwelt on establishing a developmental local government, which was defined as one committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives.

The paper advocated for a local government that would encourage community participation in ensuring that communities benefited from improved service delivery. This would be accomplished through municipalities developing mechanisms to ensure citizen participation in policy initiation and formulation and the monitoring and evaluation of decision-making and implementation.

Earlier on, the White Paper on the Transforming of Public Service Delivery (Government Gazette No. 18340, dated 1 October 1997) had stipulated the guiding principles of the public service in South Africa. These principles were set up in the Bathopele White Paper of 1997 and were aimed at quick and effective quality service to all the South African citizens. Eight principles are identified of which, the principles of consultation, service standards, courtesy and openness and transparency would be more applicable to this study. The front line employees that come face to face with customers are likely to apply these principles in their day to day work.

The Bathopele principles were to become the benchmarks in the fulfilling of the expected ideals of a public administration as had been envisaged in Section 195, sub-section (1) of the South African Constitution of 1996. Based on the principles envisaged in the South African Constitution and the Bathopele White Paper, the White Paper on Local Government (1998, pp.

74-75) also suggested several other principles that would guide service delivery in the municipalities. Five of these principles were found to be more applicable for this study.

They included the following;

- Quality of products and services whereby quality of products, includes attributes such as suitability for purpose, timeliness, convenience, safety, continuity and responsiveness to service-users and professional and respectful relationship between service-providers and service-users

- Accountability for services, whereby municipal councils remain accountable for ensuring the provision of quality services which are affordable and accessible

- Sustainability of services whereby on-going service provision depends on financial and organisation systems which support sustainability and where sustainability includes both financial viability and the environmentally sound and socially just use of resources

- Value-for-money, applying to the cost of inputs, and the quality and value of the outputs. The above principles require that the best possible use is made of public resources to ensure universal access to affordable and sustainable services

- Promoting democracy by ensuring that local government administration promotes the democratic values and principles enshrined in the Constitution, including the principles provided by Section 195 (1).

The principle of provision of quality products, accountability, financial sustainability and value for money can be seen as pillars of an effective talent management system that is capable of ensuring successful attraction and retention of the best talent in the local government. In addition, the principle of promoting democracy through the democratic values that are enshrined in the constitution helps municipal institutions develop a working environment that respects individual values, and promote fairness and justice to all the employees.

This study is of the view that the principles as advocated by the White Paper on Local Government created a demand for a municipal administration that needed to look beyond the traditional human resources functions in order to ensure an effective and a sustainable service delivery system to the communities. Provision of quality products, value for money and

sustainability of service delivery requires a reliable, committed, loyal and a satisfied workforce which can only be acquired, sustained and retained though effective talent management strategies and practices.

3.2.3   Local Government: Municipal Structures Act No. 117, 1998

This Act provided for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality; the criteria for determining the category of municipality to be established in an area; to define the types of municipality that may be established within each category; to provide for an appropriate decision of functions and powers between categories of municipality; to regulate the internal systems, structures and office-bearers of municipalities; to provide for appropriate electoral systems; and to provide for matters in connection therewith (RSA: *Government Gazette 1998, p. 3).*

The Act determines categories and types of municipalities and this role is undertaken by the minister who decides or determines category 'A, B, C, and/or Sparsely Populated Areas' in consultation with the MEC, the South African Local Government Association (SALGA) and the Demarcation Board. The Act also stipulates guidelines for establishing the municipal councils; internal structures and functionaries and powers and functions of metropolitan, district and local councils (Greyer 2007, pp. 26-27; RSA*: Government Gazette, 1998, pp. 16-20).*

These categories are described as follows:

Category (A): A municipality that has exclusive municipal executive and legislative authority in its area. This is a metropolitan area, which can be defined as large urban areas with high population density, an intense movement of people, goods and services, extensive development and multiple business districts and industrial areas. Currently there are 8 metropolitan municipalities located in five provinces. There are two in Eastern Cape, one in Western Cape, one in Kwazulu Natal, and one in Free State and three in Gauteng.

- Category (B): A municipality that shares municipal executive and legislative authority in its area with a Category (C) municipality within whose area it falls. This type of

municipality is referred to as the local municipality and currently, there are two hundred and twenty six of these municipalities spread across the nine provinces of South Africa.

- Category (C): A municipality that has municipal executive and legislative authority in an area that includes more than one municipality. This is known as district municipality or the district council. There are forty five district municipalities spread across the nine provinces.

3.2.4 Local Government Municipal Systems Act 32 of 2000

The Act, as Greyer (2007, p. 27) asserts, aims at ensuring that services delivered by local government are well received by its citizens and that local government staff have the skills and the abilities to implement the development plans. Hence it seeks to embrace the principles enshrined in Chapter 8, section 195 of the South African Constitution. It builds also on the stipulations of the Green paper on local government, the white paper on the transformation of local government and the White paper on local government and the Bathopele White Paper.

In a nutshell the Act sets up a comprehensive framework that seeks to deal with the following major aspects:

> interpretation; legal nature of municipalities and their internal relationships; municipal functions and powers; community participation; integrated development planning; performance management; local public administration and human resources; municipal services; credit control and debt collection; provincial and national monitoring and standard setting and legal matters (Greyer 2007, pp. 27 -28).

In essence, the Act provides much of the policy guidelines and stipulations that can be effectively utilised by municipalities to manage their talent, or employees.

3.2.5 The White Paper on Human Resource Management in the Public Service (RSA: White Paper HRM 1997)

Although this White Paper was not specific to local government as such, by being part of the public service the local government is thus bound to be guided by the aspirations and stipulations that are envisaged in this White Paper. It should also, be noted that the vision of this White

Paper underlined the views, aspirations and ideals for a public service as had been envisaged in the South African Constitution regarding human resource management in all public organisations.

The White Paper envisaged human resource management that would result in a diverse competent and well-managed workforce, capable of and committed to delivering high quality services to the people of South Africa. In addition, its mission called for a model of excellence, in which service to society stems from individual commitment instead of compulsion, where management of people should be regarded as a significant task for those who have been charged with the responsibility and should be conducted in professional manner (RSA: White Paper HRM 1997).

Even if the term talent management was not used in the White Paper, in a way the vision and the mission in the White Paper 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 instead of compulsion, the Act somehow called for municipalities to ensure that a committed and a satisfied work force was needed to drive effective service delivery to the communities. The acquisition and retention of such a committed and a satisfied workforce makes it imperative that municipalities develop talent strategies and practices that can ensure the attainment of this goal.

3.3   THE CASE FOR TALENT MANAGEMENT IN MUNICIPALITIES

According to Keketso and Rust (2012, p. 2221) one major challenge which emanates from research is the poor talent management strategies that fail to retain key talent in the public service. There is a strong argument for the practice of talent management within the South African public service if one considers the nature, complexity and scope of modern public service organisations (Van Dijk 2009, p. 524).

Although talent management is not directly mentioned in the department of public service and in the administration's guide to retention, one can argue that it is surely implied in the notion of self-development and capacity building. Creating an enabling work environment is part and

parcel of effective retention, according to the Department of Public Service and Administration's Guide to Retention. High-performing organisations, as Van Dijk (2008, pp. 388-389) asserts, will have among others, the following practices in place for managing talent, namely:

> creating talent by planning the future talent supply, being employers of choice, sourcing young talent, hiring for behavioural skills, referral recruitment and sharing best practices, calibrating talent by measuring it according to specifications, building equity through forced ranking, deploying the best talent to critical positions and proposing creative assignments and cultivating talent through mentor development and employee engagement.

In addition, talent practices need to reflect objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation as stipulated in the South African Constitution of 1996 (RSA1996 p. 107).

The Constitution, however, does not stipulate which strategies municipality must apply, but sections 151, subsection 4 of the Constitution, provides a greater measure of independence to municipalities from both provincial and national government in their administrative decisions, provided that municipalities' ability and the right to exercise their power are within the provisions of the Constitution. The writer is therefore, of the opinion that the provisions in the Constitution can create enough room for management in municipalities to experiment with new global HR practices such as talent management and therefore, ensure that effective strategies to attract, retain and develop talented employees are put in place.

Literature on the current state of municipalities presents a grave picture where the local government sector is bedevilled with problems of incompetence, poor service delivery, scarcity of skills and failure to retain talent within the sector. For instance, commenting on the state of local government in South Africa, the Department of Cooperative Governance and Traditional Affairs (COGTA, 2009, pp. 4-5), observed that the sector faces enormous challenges, which include:

- Huge service delivery backlogs, ineffective leadership, corruption and fraud, poor financial management
- Inadequate capacity due to a lack of skills
- High vacancy rates especially in high skill jobs

63

▪ Poor performance management and inadequate training.

Many of these challenges were found to be HR related, such as the lack of capacity, poor performance management, inadequate training and failure to retain talent in most of the municipalities (COGTA 2009)

Findings by SALGA 2010 indicate ineffective HR practices and strategies. For instance, in the study it is indicated that municipalities do not consider adopting HR strategies and aligning them to IDP objectives as an area which is considered critical as a strategic component in ensuring proper implementation of the IDP. Yet this aspect of human resources is the main gatekeeper towards complete evolution of municipalities into developmental institutions. Everything else which concerns HR must follow the adoption of this strategy and failure to adopt HR strategies by municipalities has had a huge impact on the overall deployment of capable and competent resources (SALGA 2010, pp. 38 – 40). Thus the study revealed that most of the IDPs do not give a complete picture of how municipalities are progressing towards developmental institutionalisation, and as such, there is a de-link between the IDP and the type of staff establishments and competencies required to implement the IDP.

Another problem is that HR is not regarded as a strategic tool that accompanies the IDP and the impact of this is miss-aligned IDPs with no holistic institutional plan resulting in the inability to measure the municipalities' performance towards achievement of transformation. Further, the study revealed that there is no standard guide on typical organisational structure models for municipalities in different categories and classifications; hence this has resulted in municipalities creating diverse forms of structure in an attempt to have functionality in their organisations (SALGA 2010, pp. 57-58).

3.3.1 HR status in municipal organisations

Findings in the COGTA report (COGTA 2009, p. 68) further indicate that in a number of cases the discrepancy between existing organograms and appointments do exist. Outdated, non-functional and unapproved municipal organisation structures are reported. The report indicates that 28 of municipal employees are appointed to non- existent positions, which is not reflected on the municipality's organisational structure. This seems to be widespread among municipalities in

Mpumalanga, where more than 60% of municipal employees are appointed to positions not reflected on the structure. The report also reveals that, a similar trend is prevalent among municipalities in the Eastern Cape (39%), KwaZulu-Natal (29%) and Free State (23%).

In addition, the different models of HR institutionalisation within the municipal structures show a lack of uniformity. The A category municipalities have gone the route of establishing shared service centre models, while in all other municipalities, the HR function lies within the corporate services department and is not a standalone aspect. Furthermore, municipalities have limited resources that could elevate the HR function to the strategic level, where it is supposed to be.

SALGA (2010, p. 59) continue to assert that in the majority of the municipalities policies and procedures are not utilised effectively to minimise staff turnover, monitor and curb absenteeism and fast track the disciplinary process. This practice may point to problems within municipalities organisational structures in that they are not aligned to what municipalities do because they are either out of date or poorly designed. It also reflects non-compliance with the legislation governing updating of organisational structures and procedures for making municipal appointments (COGTA 2009, p. 68). This has a negative impact on the attaining of full developmental capacity and affects organisational performance and service delivery.

In the view of this study this has also a negative impact on the effective management of talent and subsequently its retention. Without clear and recognisable organisational structural models for municipalities, it becomes rather difficult to implement effective integrated talent strategies which are aligned and linked to overall institutional objectives through the IDPs.

As part of an effective talent management strategy, municipalities need to have an effective human resource information system (HRIS) in place. Studies on effective talent management strategies have emphasised the need for a HRIS that can effectively link and align all talent processes and activities. Human resource information systems are computer-based information systems for managing the administration of HR processes and procedures. The HRIS can cover every aspect of the human resource function and can be integrated with other IT systems in the wider municipality for the whole organisational network to "talk to each other" (SALGA 2010, p. 44).

The integrated organisational information system improves organisational efficiency, aids in streamlining service delivery processes, supports compliance to supply chain management requirements, assists efficient information management and enables integrated performance reporting. As SALGA (2010, p. 44) assert, an HR integrated information system can perform the following functions:

> leave management, absence recording and management, job evaluation, intranet, manager and employee self-service, online recruitment, payroll administration, pensions and benefits administration, knowledge management, employee records, HR planning and forecasting and employment equity modelling, performance management, diversity management, pay reviews, reward modelling and employee satisfaction surveys.

It is important to note that all the above functions and activities are part of an effective talent management process in any organisation. Data collected through these activities need to be part and parcel of a strategic and a holistic talent management system if they are to have a major impact on variables that drive talent retention, such as organisational commitment, employee loyalty, employee engagement and job satisfaction.

While performing all the above functions will require organisations to leverage their human resource information systems, municipalities have failed to take advantage of the new global shift to information technology which, as SALGA (2010 p. 59) assert, is the "re-alignment of the municipal internal systems and processes". In addition, most municipalities still use manual systems and this impacts on efficiency and effectiveness of these systems. The mainly, available systems in municipalities are financial systems and some of these have been customised to include a few HR transactional elements and Municipalities remain locked in traditional methods of service delivery which is long- winded (SALGA p. 59).

However, SALGA also found a number of weaknesses related to the use of these HR information systems. First these systems are outsourced and the functions are mostly performed by municipal employees after training and skills transfer. In addition some systems have been found by municipal employees to be ineffective in that they are not user friendly and the skills are never transferred to municipal employees in totality, thus creating perpetual dependency on the service providers, and costs are never minimised.

Further still, other systems cannot incorporate more HR functions such as disciplinary and training reports, thus limiting their capabilities. No municipality was found to have introduced a full HRIS as a stand-alone system integrating other municipal functions (SALGA 2010, p. 46). This is a serious weakness because it downgrades the impact of HR processes in the strategic management of these institutions. The lack of fully integrated talent HR processes undermines talent integration and alignment to the overall institutional strategies.

When it comes to human resource policies and procedures in local government, municipalities are mostly governed by laid down prescripts of the Labour Relations Act (No. 66 of 1995), basic conditions of employment Act No. 75 of 1997) and collective agreements signed between SALGA and the South African local government bargaining council. These legislations have provided for a standard framework for HR policy development in municipalities, while the collective agreements have developed standard HR procedures for municipalities (SALGA 2010, p. 43). These policies and procedures are approved by councils and are expected to be available for all municipalities.

3.3.2 Lack of capacity to implement talent management programmes

Another area of great importance and concern to municipal talent management is the availability of the human capacity to drive talent management reforms. Unfortunately, research on the current status of municipalities indicates a severe lack of capacity to undertake this task. As described by Koma (2010, p.114), capacity is the availability of and access to concrete or tangible resources e.g. financial, material, or technological or having knowledge, to implement policies and delivery of public services.

 Capacity can be individual; the potential and competency or lack of thereof, found within a person that can be related to technical or generic skills, knowledge, attitudes and behaviour accumulated through education, training, experience, networks and values. If this capacity is aggregated for all individuals in the organisation, it becomes institutional capacity (Koma 2010, p.114).

For a municipality, capacity is required to develop its human resources to a level that enables it to perform its functions and exercise its powers effectively, efficiently and economically

(Thornhill 2008, p. 506). Lack of capacity in municipalities stems from the following: first, the municipal employees in various departments lack the necessary skill and knowledge to perform their work effectively. They have fewer opportunities to improve on their current education and knowledge through effective training and development programmes. Thirdly, municipalities may lack capacity at managerial levels to drive talent programmes.

For instance, the LGSETA Report (2007) indicated that 30% of municipal managers had qualifications different from those related to finance, legal, public administration, planning and development while, 28% of the chief financial officers (CFOs) did not hold financial qualifications and 35% technical managers were without engineering qualifications. There is also weak leadership in strategic management which include corporate governance. In addition there are skill shortages to implement financial and human resources management. Because of inadequate financial capacity, weak control and poor reporting systems, the study that was undertaken by Nombembe (2008) on municipalities, found that 60% of 283 municipalities could not account for revenues they receive.

Similarly, Maserumule (2008, p. 441) suggests that, "the political and administrative components of municipalities lack the competencies and knowledge that can benefit the imperatives of a development system of local government". Both the political and administrative component of municipalities should be able to separate political and administrative functions. Cameron (2003, p. 58) observes that, this needs "sufficiently educated and talented people to fill both offices and yet this is the one capacity which is lacking in most municipalities".

The Auditor-General's 2006/7 report on municipalities identified lack of controls, mismanagement and lack of governance principles as the key reasons for the state of despair in municipalities. As a result, the Department of Co-operative Governance and Traditional Affairs launched an "Operation clean audit 2014" campaign on 12 August 2009. The aim was to address audit queries in a sustainable way to improve service delivery and ensuring that by 2011, all municipalities and provincial departments have dealt with the causes of disclaimers and adverse opinions (COGTA 2009, p. 56).

Oberholzer, (2012, p. 4) asserts that the local government turnaround strategy (LOGTAS) and as well as COGTA's Operation Clean Audit, were conceptualised to create "ideal municipalities". Unfortunately, since the launch of the "Operation clean audit 2014" campaign in 2009, there has been slow progress in achieving these ideal municipalities. This as Oberholzer (2012, p. 4) suggests, has been caused by the insufficient skills and capacity within municipalities to execute such a turnaround strategy.

Thornhill (2008, p. 508) suggests that capacity must be built before a new system is implemented. Hence the effective implementation of the turnaround strategy is grossly affected by lack of capacity both, human, physical and financial. "Correctly choosing, planning and effecting appropriate delivery options require high level strategic and integrating capacity and a commitment to meeting community needs in a consultative manner". However, these capacities must be underpinned by a qualitatively different set of employer-employee relations within each municipality. Approaches to improving service delivery efficiency and quality which build on existing capacity are most likely to succeed if they are structured as a partnership between Council, management and labour and this can only be achieved through engaging all the stakeholders in the sector; what can essentially be termed as corporative governance (Thornhill 2008, p. 508) .

As part of corporative governance, municipalities have a unique role to play in terms of building and promoting democracy, for instance by enabling active participation of citizens in budgeting, planning and implementation in the affairs of their communities thus becoming the vehicle through which citizens can work to achieve their vision of the kind of place in which to live in (Green Paper 2009, p. 32).

However, this is not an easy task, as it may require a strategic, visionary and ultimately an innovative municipal administration. There is a need for organisations to develop talent leadership capacity which in turn can help in the development of integrated talent strategies that can be seen as representing all stakeholders needs and capable of pursuing effective corporative governance practices. In other words, effective talent strategies and practices that will promote recruitment and retention of talent required to drive the turnaround strategy need to be negotiated democratically, based on consensus and taking into account the uniqueness of the organisations

involved but guided by effective talent managerial leadership which, may be lacking in many municipalities.

3.3.3   New management reforms in the public sector

New management reforms have been introduced or recommended to be introduced in the public service, including the local government sector. These reforms are now a priority if the South African local government is to ensure quality and quick service delivery to the communities. These new reforms involve building a culture of commitment to results and value-for- money. They highlight the importance of the hands-on professional management, which is "the "active, visible discretionary control of organisations from identified officials at the top, free to manage with clear assignment of responsibility and accountability for their actions in the public service" (Hood 1991, p 4). In addition, these reforms include the introduction of performance-based contracts for senior staff which entails "a shift in the focus of management from inputs and process towards outputs and outcomes" (Pollitt 2003, p. 27) and the need for the adoption of explicit standards and measures of performance, which as Hood (1991, p. 4) asserts, entail the definition of goals, targets and indicators of success.

In a way, the introduction of these new reforms in the public service is the first step to recognising the changing role of public administration in strategic human resources management, a term which some researchers in South Africa have used interchangeably with talent management. These reforms have advocated for the practice of private sector styles of management in the public service where "there is greater flexibility and autonomy in hiring and rewards, and use of 'proven' private sector management tools" (Hood 1991, p. 4) and a new public service which "includes customer service where citizens are regarded as 'customers' to be served instead of 'clients' to be managed" (Kettl 1997, p. 452). It should also be noted that all the above mentioned reforms are reflected in the vision and the mission statement of the White Paper for Human Resource Management in the public service and tend to agree with the objectives of the South African constitution.

3.4   TALENT ATTRACTION, RETENTION STRATEGIES AND PRACTICES

Kock and Burke (2008, p. 457) assert that given South Africa's social and economic development challenges, general human resources management (HRM) practices may not be adequate to address the challenges of transformation and executing the expected developmental objectives. They suggest that talent management should be adopted as a complementary HRM practice to achieve public service objectives. Talent management can be defined as "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" (Lockwood 2006, p. 2). In addition, "Talent management is the process through which employers anticipate and meet their needs for human capital. Getting the right people with the right skills into the right jobs" (Cappelli 2008, p. 1). Looking at the two definitions, the focus for talent management is thus to put in place effective strategies and practices that can help to acquire, recruit and retain that talent that can contribute to improved service delivery to communities through improved productivity and commitment to municipal organisations.

3.4.1   Talent retention in municipal organisations

According to Gupta, Sukhmani & Kaur (2011, p. 1) employee retention is a process in which the employees are encouraged to remain with the organisation for the maximum period of time or until the completion of the project. It is beneficial for the organisation as well as the employee. Talent retention, which signifies the willingness of employees to stay with their current employer has recently received increased attention in the literature, either separately or as part of talent management strategies and it is suggested that the significance of retention stems from the integrated nature of managing talent (Masibigiri & Nienaber (2011, p. 2).

The two researchers further assert that despite the "plethora of literature on retention, organisations' responses to the needs of talent in contemporary times appear to be unsuccessful and jeopardise high performance". Retention, as they suggest is important for "organisations as it ensures that they have the right skills at all levels and occupations to enable them to achieve their

goals, especially that of high performance and as such, organisations need to develop talent strategies that can ensure the accomplishment of this goal".

This literature review has associated retention with organisational commitment especially, normative and affective commitment, job satisfaction, engagement, leadership, interaction and communication (Masimbingiri & Nieber 2011, p. 3). These researchers suggest that commitment and engagement correlate negatively with turnover or the intention to leave the organisation. Affective commitment reflects an emotional attachment to, and identification with, the organisations, while normative commitment mirrors a sense of belonging. Overall acquisition and retention of employee are indicated to be the HR challenges facing municipal organisations today.

Previous research has further, indicated a relationship between effective TM and those variables whose outcomes may have a significant effect on talent attraction and retention. For instance, variables such as organisational commitment, job satisfaction, engagement, leadership and interaction and communication are reported to have significant relationship with turnover, intention to leave and talent retention. Organisational commitment which is the "attachment and loyalty, the relative strength of the individual's identification with, and involvement in, a particular organisation" is known to be correlated to job satisfaction and turnover (Masimbingiri and Nieber 2011, p. 3). Considering the HR problems that are currently facing municipal organisations, it is difficult for one to imagine a situation where employers in municipal organisations can make it possible to motivate and create better working conditions for their employees unless they re-examine their current practices.

According to the Department of Public Service Association Retention Guide (DPSA Guide 2006, p. 15) every department should design a retention strategy that accommodates its unique operations. An effective retention strategy should at least be characterised by the following:

- The skills that an organisation needs
- Be informed by the demands of the labour market
- Be supported by senior management
- Be implemented by HR/line management partnership

- Guided by a HR strategy and execution plan
- The strategy must also be based on a compelling employer value proposition.

Such value proposition will entail a good working environment that is aimed at ensuring that employees are satisfied with their job and work conditions and remain loyal and committed to the organisation. A compelling employer preposition can contribute to the organisation becoming an employer of choice.

Lockwood (2006, p. 4) suggests that an employer of choice should be viewed as an outcome of corporate culture rather than ad hoc programmes. According to Armstrong (2006, p. 396) an employer of choice is "a place where people prefer to work". In addition, the status of an organisation as an employer of choice has been linked to the propensity of employees to stay or leave (Kotze & Roodt 2005, p. 4).

Becoming an employer of choice thus requires talent strategies and practices that can contribute to the promotion of the following: interesting and rewarding work, opportunities for learning, development and career progression, reasonable degree of security, enhanced employability, and better working facilities, employment conditions that satisfy work-life balance needs as well as competitive pay and benefits (Armstrong 2006, p. 396). In addition, such strategies may also entail "comparatively high level of compensation based on performance, sensitivity to work, health and family needs, good growth opportunities, job security, high level of pride in work and company, openness, good communication, fairness, reduced status distinctions and barriers, camaraderie and friendliness as well as talented staff members" (Ahlrichs 2000, p. 37).

3.4.2 Lack of capacity in municipal organisations

However, as research indicates, the local government in South Africa is a long way from attaining this goal. For instance, South African local government continues to face increased pressure to present itself as a credible employer of choice so as to improve its ability to attract and hold on to talent. Improving performance is central to on-going success of the business of municipal councils (COGTA 2009; SALGA study 2010).

According to COGTA (2009, p. 31) there are huge challenges of service delivery backlogs, leadership and governance failures, corruption and fraud, poor financial management, insufficient capacity due to a lack of scarce skills, high vacancy rates especially in critical posts, poor performance management and inadequate training. In addition, other HR challenges and issues such as inadequate and outdated HR policies and problematic recruitment procedures due to political interference are also reported.

In the report, the vacancy rate was found to be around 12% for senior managers. Competency levels of critical middle and senior managers (S56 and S57 positions) were also found to be not regulated. For instance, in one unspecified municipality, a 'tea lady' had been found to have been promoted to a position of a chief technical financial officer (COGTA 2009, p. 31).

According to Oberholzer (2012), headlines on South African local government have been dominated by issues of service delivery failures and civil unrest, mismanagement, financial management challenges and poor audit outcomes, skills shortages, inadequate infrastructure planning, maintenance and investment, corruption and abuse, political infighting, labour unrest and various interventions by national and provincial government.

Bethenia (2012), referring to the Auditor's General (AG) report for clean audit results for municipalities for the 2010/2011 financial year, indicates that only 13 of the 283 municipalities obtained clean audits. The municipalities also incurred R11 billion, in unauthorised and irregular expenditure as well as fruitless and wasteful expenditure, an increase of R3.5 billion compared to the previous year. In addition, the staff's performances were far below standard, supply chain

management practices were poor, systems of internal control were weak and financial reporting was inaccurate.

These findings indicate that to a large extent, both the LOGTAS and the "Operation clean audit 2014" campaign have not yet achieved their objectives. It is the view of this study that municipalities will need to put emphasis on developing talent strategies that can contribute to the recruitment, developing and retention of a talented and committed workforce capable of implementing successfully the turnaround strategy. Without doing this, it is likely that municipalities will continue to suffer from inefficient service delivery.

The attraction and retention of talent will in the longer require a HR strategy informed by a talent management strategy that is aligned and integrated with organisational corporate strategy. Further still, the HR strategy will have to be informed by talent retention strategies and practices such as the following: employer value proposition, recruitment and selection, leadership and communication, succession planning, exit interviews, reward training, development, and employee engagement.

3.4.3 Attraction, recruitment and selection strategies

Every organisation needs to have a talent management strategy in place that addresses the current and future human resource priorities. It should identify the gaps in the employees needed to sustain the current business operations and fuel to future organisational growth and seek to design and implement effective, unbiased and objective hiring strategies (Miles 2010, p.4). Failing to develop such a strategy can lead to skill shortages and loss of experienced employees through turnover. This may result in a severe impact on remaining employees in terms of increased workload and reduced efficiency and morale, as well as on the organisation in terms of interruptions of service provision and development, difficulties in finding qualified staff, disrupted organisational relations, internal information being shared outside and a negative impact on the organisational brand (Gupta, Sukhmani & Kaur 2011, p. 5; Kock and Burke 2008, p. 462).

The fact that qualifications, years of experience and competency in management and local government administration, as well as consistency in appointment of municipal managers, are the

main ingredient in institutional stability and growth in municipalities (SALGA, p. 34), makes retention of talent an imperative if the organisation is to remain stable and competitive. It is important, therefore, to incorporate retention efforts, such as attraction, recruitment and selection into an integrated, holistic talent management programme to ensure that the right calibre of people are available at the right time and can be retained for future effective performance of the organisation (Kock and Burke 2008, p.462).

The SALGA's findings (2010, p. 59) revealed that lack of foresight and planning to retain and attract scarce skills has had an impact on service delivery, particularly for small and rural municipalities. Poaching of skilled employees amongst municipalities was a common feature. The study further revealed that while most municipal managers being recruited possess good managerial experience there is still a high turnover of these managers before the end of their current term of office. This is also echoed in the report on the assessment of recruitment and selection practices in respect of section 57 managers and municipal managers, which is already referred to in this study. For instance, the vacancy rate in the report fell in the range of between 36 % and 50 % and this represents 12 % of all the participating municipalities in this study.

In addition, the study cited delays in the filling of positions which impacts negatively on effective and efficient management of municipalities, encourages a culture of customer dissatisfaction, results in poor morale and work ethic among employees and leads to a lack of commitment to service (RSA: Public Service Commission 2011, p. 31). Also, the COGTA report (COGTA 2009, p. 67) cited political interference of the councillors in recruitment and the poor relations between labour and management resulting in the flouting of procedures and policies for sound human resource practices. The report also revealed that "there have been claims by organised labour that nepotism and favouritism result in erratic appointments and promotions". For instance, cases were cited where posts are filled without being advertised; people being appointed in wrong positions and job evaluations and job descriptions not being available.

According to the department of public service guide for recruitment (DPSA 2003, p. 5) "the inclusion of a sustainable pool policy requires that specific deliverables be in place before such a policy could be implemented". One of the deliverables is the creation of a competency framework that does not only exist to influence training initiatives, but also serves as a tool to

ensure better recruitment, selection, performance management, career management and human resource planning.

It is also suggested that selection criteria should be linked to the competency framework of the organisation objective and assessment results informed by a 360-degree feed-back (DPSA 2003). In the study on the challenges of talent management in the local government conducted on the city of Cape Town, 90% of the participants in the study indicated a mismatch between knowledge, skills and job placement being prevalent within the City of Cape Town. This as the researchers indicated was a worrying scenario as it impacts not only on the morale of the employees concerned but also on the mandate of delivering services (Keketso & Rust 2012, p. 2227).

In line with the current global talent view on equity and diversity, the White Paper for Human Resource Management (RSA: White Paper: HRM, 1997) asserts that "the selection process should not discriminate against external and or internal applicants, nor against any applicant on the grounds of race, colour; gender, disability, age, religion, belief, culture, marital status, sexual orientation, pregnancy, domestic circumstances or any arbitrary criteria". All candidates should be measured against the same objective criteria with due regard to the need for diversity and the representativeness of the public service.

The White Paper further observes that such criteria should be drawn up in writing in advance of the selection process and a minimum of three people should undertake the selection, including a chairperson who is responsible for ensuring fairness and objectivity. This means that for effective recruitment and selection to take a place, relevant recruitment and selection policies must be available or developed. Hence policy implementation is vital and has a lot of implications for strategy development. In municipal organisations for instance, talent strategies, such as recruitment and selection, need to be aligned to the IDPs and also to be guided by the existing policies.

As regard to policy implementation, all municipalities have access to the standard recruitment and selection policies and procedures dictated by the signed collective agreement of the South African Local Government Bargaining Council (SALGA 2010, p. 47). However, as SALGA

(2010) observes, there are certain municipalities that fail to adapt to these standard policies and procedures. For instance, in two of the municipalities in the B3 category, that responded in the SALGA study, there was no recruitment and selection policy. One municipality went even further, to explain that in recruiting potential employees, an unwritten practice is used. And the study further shows only two of the category A municipalities studied had adopted remuneration policies to attract scarce and critical skills and in one of these municipalities remuneration policies incorporating premium and performance allowances have been adopted (SALGA 2010, p. 47).

The SALGA findings on equity and diversity issues reveal poor HR practices relating to these issues. For instance, there is unfair distribution of posts among men and women. Gender salary gap exist among the sexes; women tend to occupy the majority of the skilled, semi-skilled and unskilled job levels but with only 31% in top management positions. Most troubling, however, is the fact that the salary gap between women and men widens with age. According to the survey "women's earning potential tends to plateau at 36 – 40 years of age, versus men who reach their income peak in their 50s" (SALGA 2010, p. 36).

The study further indicates that few municipalities have adopted Employment Equity plans and are able to keep track of integration of people from previously disadvantaged communities into the municipal HR system. The majority of the municipalities, as the study indicated, have not adequately implemented the employment equity plans and therefore, "are working in direct contrast to the developmental objects of local government and are in non-compliance to the Employment Equity Act HR Policies and Procedures" (SALGA 2010, p. 59).

The COGTA report (2009, p. 31) indicates that gender equity in senior positions is very poor. For example, in the Western Cape, out of thirty middle management posts, only one has been filled by a woman and nationwide only 9% of municipal managers are women. The report also revealed "numerous incidents of reported irregular or un-procedural suspensions and dismissals". At the time, for instance it was reported that the municipal managers of eight Western Cape municipalities had been suspended and three in Mpumalanga and two in Limpopo had also been suspended (COGTA 2009, p. 32).

In the White Paper for human resource management, it is argued that "effective recruitment and selection of best talent require written records, which should be easily accessible, to be kept and used as criteria in selecting interviewers, the selection criteria applied, and of the assessment markings of individual candidates, as well as the basis for the decision, in order to be able to demonstrate that the process was fair and open". Also, psychometric and similar tests as a means of recruitment should be carefully designed in order to ensure that they are "free from overt or unintended bias, particularly in relation to disadvantaged groups and yet ensure that competitive recruitment and selection is done" (RSA, White Paper: HRM 1997, p. 22).

While keeping written record is a requirement in the White Paper, findings indicate that record keeping of interview discussions in municipalities is poor. The findings in the Public Service Commission report indicate that 7 of the 27 sampled municipalities did not conduct proper record keeping and this as the report suggests may result in municipalities being unable to provide a comprehensive recording of the recruitment and selection process. In the event that a candidate challenges the outcome of the process, municipalities would not be in a position to provide reasonable proof as to why certain applications were eliminated during the selection process (RSA: Public Service Commission 2011, p. 12).

In the same report, it was revealed that municipalities utilised a number of tools in the selection processes. These are listed in order of preference and frequency as follows: the interview questions, which is used by all municipalities in the study; skills testing and reference checks which are used by slightly more than half of the responding municipalities and the competency tests which are reported to have been used by a third of the responding municipalities (RSA: Public Service Commission 2011, p. 12).

As part of an effective recruitment strategy for attracting talented people in the local sector, the national plan, hence, has set out four proposals

- A formalised graduate recruitment scheme for the public service
- A career path for local government
- Make adequate experience a prerequisite for senior posts and

- A long term perspective on training and management (National Planning Commission 2012, p. 372)

The development and implementation of recruitment and a selection strategy, incorporating these proposals will greatly enhance municipalities' ability to acquire and retain the best talent that is capable of delivering on their required service mandate from the communities.

3.4.4 Leadership

Meyer and Allen (1997) support the notion stating that commitment from employees is developed when an organisation conveys a supportive environment in which individual contribution is valued, resulting in a fulfilling work experience. This in turn creates an environment in which individuals are empowered and their expertise trusted, thus obviating the need for bureaucratic layers of checks and balances that currently frustrate the top talented employees in most municipalities.

According to the Saratoga Institute, (in Ashby and Pell 2011) "the relationship workers have with their bosses determines 50% of work-life satisfaction, and the style of a manager or a leader has a profound effect on the retention of employees". Employees want leaders who know and understand them, treat them fairly. They want leaders they can trust, able to build esteem and high performance.

According to the OECD study (Curristine 2005, p. 8), "effective local leadership is a catalyst for good governance and development and can directly advance on-going processes, create links between existing levels, negotiate on behalf of local interests and connect them with the national". Hence leadership becomes a key strategic component for democratic governance, inclusion and HR development. Local leadership development, therefore, strives to achieve better and more inclusive participatory governance, better utilisation of resources, more effective management, increased efficiency and value added for programme and projects at all levels of society (Curristine 2005, p.8).

The relationship between employees and supervisors is an important issue in the workplace. Supervisors can respond to the needs of employees, especially their career and work–life balance

needs if they know and understand their employees, treat them fairly and are people the employees can trust. Leadership must openly address the underlying employee tensions and fears associated with the implementation of employment equity. It is not enough to adhere to legislation that aims at addressing past discrimination without addressing the impact of the associated change in the workplace. Lack of cooperation, poor communication and poor relations between management and organised labour have led to an effective breakdown in a functional relationship between the two parties in many municipalities. The incidence of low productivity, poor motivation of the work force and poor supervision are raised in a number of municipalities (COGTA 2009, p. 63).

In order to tackle this fear, business leaders need to instil a workplace culture in which mentorship and knowledge sharing are rewarded. The business reasons for diversity should be fully debated in organisations so that employees are enabled to move to a position of "integration and learning" as advocated by Ely and Thomas (2001, p. 242), who state that the competitive advantage of a diverse work force "lies in the capacity of its members to learn from each other and develop in each other a range of cultural competencies that they can all then bring to bear on their work." The irony here however, is that the majority of the municipalities lack the kind of leadership that can create such culture in these institutions.

Mbele (2012) cites the widely documented view that that many South African municipalities "lack adequate capacity to plan strategically, to translate strategic plans into budgets, to engage civil society effectively in the strategic planning process, and to manage the implementation of strategic plans". He further gives a view shared by one municipal administrator he interviewed, who suggests that "there is a lack of vision by the political principal coupled with blurring lines particularly between the Mayor's office and the administration".

Similarly, Oberholzer (2012) also asserts that "municipalities lack leadership and strategic HR to recruit, retain and develop the best available talent and skills". In addition, there is lack a comprehensive competence framework as a result of a failure to develop the national performance management system envisaged by the White Paper, thus leaving municipalities without a uniform system to adopt and no linkage amongst the three spheres of government to monitor transformation towards developmental local government (SALGA p. 60).

3.4.5   Exit Management

It is vital for organisations to periodically assess and evaluate their organisations' turnover data, including the reasons which make employees leave their organisations. This is a retention strategy aimed at establishing the kinds of ways that municipalities can use to manage the exit of employees and to assess whether the information provided as reasons for leaving are utilised to inform the retention strategy (SALGA 2010, p. 53). The purpose of conducting exit interviews therefore, is to obtain information that would assist the municipality to minimise the risk of high employee turnover and to use the information as the basis for developing and improving the retention other retention strategies

3.4.6   Employee engagement strategies

The term employee engagement, like talent management, does not seem to be in common usage in most of the local government policies, legislations and official documents. It is, however, important to note that retention factors which have been identified in the few studies of talent management that have been conducted on South African municipalities seem to include a number of employee engagement factors such work-life balance, and personal meaning as related to the job content, although such studies may not directly refer to them as employee engagement factors (Munsumy & Venter 2009, p.189). Similarly the Melcrum employee engagement survey of 2007/08, found that 54 % of the organisations that were surveyed "treated engagement as part of a general philosophy, incorporated into overall people practices". (Melcrum Employee Engagement Survey 2008).

Literature review has associated retention with employee engagement. Commitment and engagement have been found to correlate negatively with turnover or the intention to leave the organisation. And as Masimbingiri and Nieber (2011, p. 3) assert, "Affective commitment reflects an emotional attachment to, and identification with, organisations. Normative commitment, on the other hand, mirrors a sense of belonging". Engaged employees are those who know what their organisations do, can articulate their competitive advantage accurately and passionately, care about their customers and communicate with colleagues even in informal settings.

According to Markos and Sridevi (2010, p. 89) "engaged employees are emotionally attached to their organisation and highly involved in their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement". The emotional attachment and the high involvement in their jobs exhibited by engaged employees tend to separate them from other employees that may be just satisfied or committed.

Communication as an engagement strategy has a great impact on leadership and supervision, coordination, control and monitoring of employees. It is an important part of employees' work environment and job content. Communication sets goals, roles and responsibilities so that people know what is expected from them. It creates a feeling of being valued by managers or superiors in the workplace and is a key to high employee motivation and morale (Gupta, Sukhmani & Kaur 2011, p. 6).

Citing DeMarco (2007), Munsumy & Venter (2009, p. 189) stress the importance of communication in forms of feedback, group communication, and corporate communication and employee surveys. In addition, they also cite issues such as supervision in terms of the manager building the team, performance management and the development of individuals and the need to pay attention to the matter of generational interest. The reason for this is that employees need to know that they are valued and that they are important.

Presumably valuing employees would constitute the designing of a job that is aligned with personal meaning, or passion and this would mean enabling employees to be able to influence policy and making a difference in service delivery. Feedback is also another retention factor identified. "It sets up a feedback mechanism to maintain consistency in performance and high motivation levels" (Gupta, Sukhmani & Kaur 2011, p. 6).

According to Omotoye and Malan (2011, p. 167) providing an environment of trust can be done through communications and he suggests the following ways of communication to achieve effective trust: suggestion committees can be created; open door communication policy can be followed; regular feedback on institutional goals and activities should be taken from employees by management communications, intranet and internet can be used because they provide constant and reliable access to information, as well as notice boards and newsletters. In a similar vein,

Maitland (2007) also suggests that "conversations with supervisors and team members regarding their specific needs, and many executives accelerate or decelerate their careers accordingly".

The SALGA study (SALGA 2010, p. 54) indicates that responding municipalities use different means of communication to engage and communicate with employees including: emails, intranet, circulars, departmental meetings, notice boards, road shows, workshops, weekly and monthly internal newsletters, pay slips, memos, HR structures and open door policies. In addition, municipalities have created better working relationships with formation of local labour forums ((LLF) and this platform has contributed to creating stability in municipalities and some labour issues are tackled and finalised at this level. However, as the study further reveals, some of the local labour fora are not functional and in other municipalities are non- existent. This creates a communication gap between employer and employee, which leads to prolonged unresolved disputes. These disputes tend to have a negative effect in effective functioning of the municipalities (SALGA 2010, p. 61).

The study further reveals other engagement practices relating to employee well-being, health and safety. Employee well-being depends on the quality of working life provided by their employers, i.e. the feeling of satisfaction and happiness arising from the work itself and the work environment.

The key aspects of well-being for employees are their health and safety. Other aspects include creating a satisfactory work environment, which deals with how people are treated at work, managing stress, attending to work-life balance issues, providing services for individuals including employee assistance programmes and group services (SALGA 2010 p. 56). Other engagement practices found to be used by municipalities were the use of recreational facilities, alternative hours of work, leave time, flexible work arrangement, location of work and personal and work-life balance (Munsumy & Venter 2009, pp. 192-193).

Health and safety plans have been adopted in 50% of the respondent municipalities, with one Category A municipality citing positive effects of the plans through the downward trend on work related accidents, injuries and diseases. Eight of the respondent municipalities have formal employee assistance programmes (EAP). One municipality within the B1 category and another

within the A category have outsourced this service. It has been noted that the impact of the wellness programmes on productivity is difficult to measure. However the services have been received positively by employees in all the South African municipalities (SALGA p. 56).

3.5   TALENT MANAGEMENT PRACTICES

3.5.1   Training and development

Training and development are part of capacity building in the South African local government. The National Capacity Building Framework for the local government, (NCBF) is the overarching framework to coordinate support, capacity building and training and aims to improve the impact made. It encourages an integrated approach to individual, institutional and environmental support, capacity building and training for improved success in addressing gaps, needs or challenges identified towards achieving sustainability in the functionality, performance and delivery of services by municipalities and aligned to the Minister's Delivery Agreement (NCBF 2012, p. 33).

In the revised National Capacity Building Framework (NCBF) for local government: 2012 to 2016, there are eight basic objectives of capacity building in local government:

- Enabling local government elected representatives to upgrade their knowledge and skills to better perform their responsibilities, such as implementing programmes equitably, enabling them to think in terms of concrete actions which they can take or facilitate and equipping them with the skills required for day-to-day performance of executive duties.
- Orienting key officials associated with the devolved functions to; perform better as technical advisors and trainers and be more receptive and learn from the experience of elected representatives.
- Enabling local government to function effectively through required structures, systems and resources (physical, human and intellectual).
- Creating efficient policy instruments for effective functioning of local government.
- Improving the functioning of a municipality, particularly to provide opportunities to the poor, women and traditional authorities, to assert their demands through participative

planning, to monitor implementation of the plans and to hold their municipality to account through invoking the right to information and social audits.

- Developing the capacity of local government and instituting effective mechanisms to engage civil society and the private sector in the delivery of services.
- Creating a conducive socio-political environment through sensitising the media, political parties, representatives in the legislatures, civil society organisations and citizens to accept and promote local government.
- To create effective policies, processes and systems to facilitate new entrants and post schooling learners into the Local Government through mentorships, internships, holiday worker programmes, career- pathing, and exposing learners to careers in the local government.

The researcher is of the view that if these objectives are well articulated, they hold a key to effective talent development in the municipalities. Effective talent development strategies benefit from the effective implementation of well formulated policies and from an environment with effective structures, systems and resources (physical, human and intellectual). Strategy formulation for effective acquisition and retention of the best talent, needs to be promoted through effective policies, processes and systems to facilitate new entrants and post schooling learners into the local government through mentorships, internships, holiday worker programmes, career pathing, and exposing learners to careers in the local government as stipulated by objective (h) of the (NBF). In addition, such strategy formulation needs to be inclusive of all the municipal stakeholders as indicated in objectives (f) and (g) (NCBF 2012, p. 33).

According to Van Dijk (2005, p. 201), the creation of a sustainable pool of managers has to be guided by an objective assessment of current available management and leadership skills versus future requirements. This assessment should be based on a competency framework and ensuring the effective determination of real needs. The focus of training and development is to ensure, identify and help develop the key competencies that enable individuals to perform current and future jobs (Van Dijk 2005, p. 202). He further suggests that public managers have to implement policies that would increase productivity in terms of effective, efficient and responsive delivery

of services. The only way to realise this objective is through placing the appropriate employee in the appropriate position, providing an enabling environment for training and development and ensuring that training and development efforts address departmental training priorities (Van Dijk 2005, p. 203).

Accordingly, success in the development of key leadership and management skills as stated by the DPSA (2003, p. 5) is dependent on specific factors comprising top management support; a credible and objective selection process; appropriate administrative processes and systems; accelerated development programmes based on clearly defined leadership and management competencies; using a combination of different learning approaches such as action learning or experiential learning; and integration and alignment of the creation of sustainable pools with existing human resource management and development plans.

The Skills Development Act 97 of 1998 provides for the institutional and financial framework for skills development, including the establishment of a Local Government Sector Education Training Authority (SETA). The mandate and obligations of LGSETA are based on the Skills Development Act, and also on the South African Qualifications Authority Act 58(SAQA) of 1995, the Skills Development Levies Act 9 of 1999 and in accordance with the National Skills Development Strategy 2005 to 2010 and the Sector Skills Plan for Local Government. Chapter 7 of the Local Government Municipal System Act 32 of 2000 prescribes the obligations on municipalities in terms of human resource development and capacity building (COGTA 2009, p. 64- 65).

The required individual capacity should be identified through a skills audit process. For the local government the GAPSKILL (a web-based skills audit tool) has been developed to compile a personal development plan for each staff member that will inform the workplace skills plan of a municipality annually (as legislated and in the case of local government to be submitted to the LGSETA by June annually) and also link it to individual performance management processes. Capacity development in municipalities, whether individual or institutional, is also provided for in relevant legislation. For instance, Section 155, of the South African Constitution indicate, that each provincial government must promote the development of local government capacity to enable municipalities to perform their functions and manage their own affairs. Also in Section 68

(1) municipalities are called on to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way and for this purpose they must comply with the Skills Development Act and Levies Act.

Despite the policies to help streamline and guide the formulation and implementation of effective training strategies being in place, SALGA findings (SALGA 2010, p. 60) indicate that municipalities' responses on current skills gaps creates an impression that the type of skills development and capacity building mechanisms adopted are not responsive to personal development, career management and focusing on creating a pool of skilled employees. There are huge skills gaps which still exist in all sampled municipalities, covering all municipal functions. In addition, this is combined with a lack of a comprehensive competence framework in local government which could inform the type of training programmes required to develop critical skills in municipalities. The inability to attract skilled people and lack of a competence framework which could assist in crafting relevant training programmes has had a huge impact on progression towards developmental local government.

In the COGTA report, it is suggested that in moving forward on skills development, specific attention will need to be given to career-pathing, defining and enforcing minimum competencies for certain posts, better investment in apprenticeships, applicable programs for politicians and relevant management and leadership training (COGTA 2009, p. 65). In order to make the public service and local government careers of choice, as suggested in chapter 13 of the national development plan for building a capable state (National Planning Commission, 2012, p. 365-367) public institutions will have to focus on building a skilled and professional public service from both the top and the bottom where recruitment and management will be based on experience and expertise.

At junior level, the focus will be on the skills that will be necessary for future public service cohorts. Technical and specialist professional skills that are essential in fulfilling its core functions and providing appropriate career path for technical specialists will also be an imperative. Public institutions will have to shift from isolated training initiatives to a long-term approach which focuses on recruiting people with relevant aptitude and develop their skills over

the course of their career and to develop mechanisms for anticipating shortfall in specialist and technical skills so that the state can take proactive role in developing professional expertise (National Planning Commission 2012, p. 372).

The assertions suggested above indicate that municipalities need to develop talent strategies that can attract potential talent that can be developed to cater for future talent needs of the municipalities. Managers need to be able to define what is meant by talent especially, the kind of talent which is likely to possess the relevant aptitude or having the potential to develop into one both at top and junior level. Mere compliance to human resource policies and prescribed procedures will not be enough to make municipal management engage successfully with talent management issues. The legislations and many of the prescribed policies for the local government, as already indicated in this chapter; just provide enough room for municipalities to be more innovative and to develop effective management strategies that can enhance talent management practices in the sector

3.5.2 Performance management

The broad framework for the establishment of a performance management system (PMS) is described in Chapter 6 of the Local Government: Municipal Systems Act, 32 of 2000, which inter alia, requires municipalities to:

- establish a PMS that is commensurate with its resources, best suited to its circumstances and in line with the priorities, objectives, indicators and targets contained in its IDP with the involvement of the community;
- promote a culture of performance management among its political structures, political office bearers and councillors and in its administration.

Section 38, of the same chapter, obliges employers to implement a PMS that is in line with the priorities, objectives, indicators and targets contained in its IDP. In section 67, monitoring, measuring and evaluating of performance of staff is regarded as a platform to develop human resources and to hold municipal staff accountable to serve the public efficiently and effectively. In addition, the Municipal Finance Management Act No. 56 of 2003 (MFMA) requires a Service

Delivery and Budget Implementation Plan (SDBIP) based on specific targets and performance indicators derived from the IDP, thus linking the IDP and the PMS and the budget.

In terms of Section 72, chapter 8 of this Act, a municipality is required to submit a mid-year budget and performance assessment before 25 January of each year. The Local Government: Municipal Planning and Performance Management Regulations (2001) stipulates in more detail what is expected from municipalities in implementing its PMS, inter alia, requiring this policy which must clarify all processes and the roles and responsibilities of each role-player, including the local community, in the functioning of the system. Both the Integrated Development Planning (IDP) and Performance Management Systems (PMS) address deep-rooted imperatives to democratise the determination and implementation of developmental priorities and institutionalise the processes for accountability for those employed to deliver public services (Kambuwa & Wallis 2002, p. 4).

While the Municipal Systems Act provides for the detailed framework within which PMS is to operate and requires councils to prepare IDPs (RSA 2000, p. 10), the Municipal Structures Act largely requires that each municipality carry out an annual review; including its "overall performance in achieving the objectives set out in section 152 of the Constitution" (Republic of South Africa 2001 p, 9). Government makes the provision that implementation of PMS be undertaken by all municipalities and that municipalities should learn and strive for continuous improvement of procedures for PMS. Such procedures are in the form of an annual cycle and are provided for as follows:

1. The Minister will set general performance indicators after consultation with the nine provincial ministers for local government and the South African Local Government Association.
2. These general indicators are then to be incorporated into municipal plans alongside locally developed indicators.
3. Procedures for monitoring actual performance on the ground, involving communities and stakeholders, are to be followed.
4. Municipalities are to then prepare annual reports, and make them available to provincial ministers and to communities.

5.	These reports then have to be audited by the Auditor General's office.

6.	Audit reports are then to be compiled.

7.	These reports are to be submitted to provincial legislatures.

8.	Finally, a national report is compiled and presented to Parliament (Republic of South Africa 2001, p. 11).

Performance management systems in municipalities are based on ethical and operational principles that serve to ensure the system is fair, equitable and achieves performance management as well as human resources development. Performance interviews should focus on open and honest discussion thus providing an employee with the opportunity to voice concerns and problems without fear of victimisation or discrimination. The DPLG recognises the need for the PMS to be flexible because of the capacity variations found amongst local authorities. The reason for such flexibility as Kambuwa and Willis (2002, p. 7) assert, is the fact of the local authorities' differing capacities to manage change and secondly, the strategies needed to develop capacity will vary depending on conditions in the various municipalities.

For accountability the municipal manager is mandated by the council to ensure the implementation of a PMS including the measuring and evaluation of staff performance at regular intervals. This includes the establishment of performance standards, measuring performance against these standards, taking corrective steps where substandard performance is identified and rewarding exceptional performance insofar as Council policies allow. The legislation places no obligation on a municipality to enter into performance agreements with departmental or functional managers. However, the Council recognises such agreements as a logical further step to cement the PMS in the administrative executive component provided that municipalities act within the provision that these agreements are in accordance with applicable legislation.

According to the White Paper on Human Resource Management, public institutions are expected to introduce key performance indicators (KPIs) covering efficiency, human development and other matters. The idea here is that these are set through a process of engagement between management, staff and the communities living in the municipal area (White Paper: HRM 1997, p. 7). In addition to the indicators set by municipalities, there is a requirement that national indicators be set to apply to all local authorities as far as possible.

The DPLG would assist in assessing the overall state of local government, monitoring the effectiveness of delivery and development and ensuring that scarce resources are utilised effectively (White Paper: HRM 1997, p. 7). The KPIs and Targets (scorecards) of the municipal manager and directors and thereafter the departmental or functional managers are an essential first step in the implementation of performance management and lay the foundation for the devolvement of the system down to the next level of management and thereafter to the entire workforce.

Of practical importance is the manner in which individual and team work is approached when cascading the system. Performance agreements with departmental and functional managers will be entered into between each manager, his or her director and the municipal manager. The performance appraisals of the departmental or functional managers will take place as stipulated in their performance agreements (SALGA p. 21). Individual performance appraisals of all levels of staff will be treated confidentially. The performance objectives to be achieved by individual employees will be mutually agreed to by the employee to be appraised (the appraisee) and the person responsible for the appraisal (the appraiser). As such it will be transparent to all employees and the objectives will be reasonable, realistic and measurable. The guidelines used to design the system, implement it and reach conclusions and judgements about performance will be objective, balanced and will apply to all employees.

According to the SALGA study (2010, p. 54) performance management frameworks have been adopted by 13 of 15 of the responding municipalities and in one municipality it has been pointed out that the adopted system is not functional. All of the municipalities have adopted balanced scorecard systems.

However the study reveals that a majority of the municipalities that have adopted performance management systems have not cascaded it to all the levels of employees, with most still operational at the level of municipal managers and managers directly accountable to the municipal managers. One municipality has cascaded the system to level 6 and three have cascaded it to level 4 of the organisational structures (SALGA 2010, p. 54). Since performance management is usually described as a strategy not only to improve employee performance, but also as part of engagement and motivational strategy, it is imperative that performance

management system is cascaded to all employees. This is to ensure that all employees are evaluated and feedback about their success or failure is communicated to them. Performance reviews and feedback can be used in motivating and retaining employees, especially if remuneration systems are linked to employee performance.

The COGTA assessment report on the state of South African local government (COGTA 2009, p. 30) reveals frequent cases of performance management systems not established or complied with, and many municipal managers with non-signed performance contracts. For example, in Gauteng (as of June 2009) only seven out of thirteen municipal managers had signed performance agreements. Municipalities like many other South African organisations were also found to be lacking in terms conducting effective management reviews and giving transparent feedback.

Effective performance reviews, ideally including transparent feedback, mentoring, active listening, and transference of skills from managers to employees, have the greatest impact on an organisation's ability to retain, attract and enhance staff commitment. According to the Careers 24 survey (2012, p.14) employees are

> Willing to go the extra mile for their employers, but managers spend little time on talent-related issues. In addition, the survey reveals irregular and inadequate performance feedback to employees. For instance, performance reviews have the highest correlation levels, an indication that it has the greatest impact on quality, efficiency, and effectiveness of all the other practices. However, managers do not give it much attention. In the survey, it is revealed that managers give it less than 20% of their time and are not giving adequate feedback (Career 24, 2012, p.14).

Although the SALGA study found that all municipalities created units or positions dedicated to managing performance, there were, however, no standard designations. In certain municipalities, performance management practitioners are called PMS Managers or PMS Officers or Coordinators. The level of compliance to the adoption of performance-driven administration is still very low. Most municipalities use existing audit committee for performance audit purposes (SALGA 2010 p. 54).

SALGA (2010, p. 60) summarises a number of weaknesses in the PMS of those municipal institutions that responded to their study. These can be identified as follows:

- The national performance management system envisaged by the White Paper has not been developed, leaving municipalities without a uniform system to adopt and no linkage amongst the three spheres of government to monitor transformation towards developmental local government.

- The current framework on municipal performance management has not been enforced and has given municipalities leeway to exploit this gap by non-compliance and adopting different kinds of performance management systems.

- The resultant effect is that municipalities have not properly accounted on organisational performance to an extent that it can be clear that developmental outcomes are being achieved.

- The absence of a national performance management system has thus resulted in lack of benchmarking amongst municipalities, and has created an environment for municipalities to compete against each other, rather than learning from each other, as well as a culture on non-transparency on performance assessment results and performance bonuses.

- The impact on developmental local government is immense as this is a specific requirement set down by the White Paper.

- There is no effective tool available to assess the overall state of local government, monitor effectiveness of development and delivery strategies adopted by different municipalities and one cannot ascertain with precision that human resources are utilised efficiently to achieve developmental outcomes

3.5.3 Compensation management

In their study on retention factors for management staff in their maintenance phase of their career in the local government, Munsamy and Venter (2009, p. 192) found that both direct and indirect financial rewards were important retention factors. Accordingly, it becomes imperative that organisations develop total reward strategies that can cover both the financial and non-financial elements as part of their employee compensation. According to Watson and Wyatt (2007, p. 2) by taking a total rewards approach, organisations can achieve the best mix of monetary and non-monetary rewards to: align the entire array of reward programmes with company goals; lower fixed costs and risk; balance costs and perceived value of compensation and benefits; improve

employee attraction and retention; increase employee morale, motivation and productivity and improve competitive positioning.

Justice and fairness are values that are important in public HRM and are fundamental goals of traditional civil service system (Brewer & Kellough, 2008, p. 4). In addition, Dzansi and Dzansi 2010, p. 1002) state that the level of organisational commitment (EOC) of employees of municipalities will be positively related to perceptions of fairness of the human resource management practices (PHF). Accordingly, Howard and Dougherty (2004, p. 41-42) suggest that, managers must design pay systems to enhance pay satisfaction and pay fairness as well. Pay fairness represents another legitimate concern because of the role it plays in reducing stress, which contributes to costs of turnover, medical insurances and outlays, workman's compensation insurance, accidents, illnesses and waste.

Perceived unfairness arouses dysfunctional emotions, including anger, depression and anxiety, which can contribute downstream to undesirable responses, including theft, absenteeism and alcohol use. In addition, reward strategies can be tied to individual output to encourage individual work effort; group output to encourages teamwork and collective effort; human capital to encourage development of skills and flexibility; market related by comparing and determining pay packages with salary surveys, cost of living and competitor pay to enhance retention and position related to encourage specialised skill development (Howard & Dougherty 2004, p. 43).

However, findings regarding remuneration or compensation in municipalities (SALGA 2010, p. 50) tend to contradict the aims of total reward strategies. The findings reveal the current scenario in determination of salaries of municipal managers and managers directly accountable to the municipal managers, where within the same classification of municipalities, managers are paid very different salaries. Some municipalities within the B2 category pay higher salaries than certain municipalities within the B1 category. Others within the B3 category pay similar salaries as some B1 category municipalities, and yet there is a vast difference between their revenue base and budgets. In relation to the determinant factors that inform salary scales of municipal managers and managers directly accountable to the municipal managers, there is no uniformity in this regard. Each municipality has its own determining factors. Some municipalities refer to

SALGA guidelines, but it is evident from this research that these guidelines have not found favour amongst most municipalities (SALGA, 2010, p. 50).

With regard to signing of performance agreements, there are managers that have not signed these agreements, despite this being one of the prerequisites to being appointed as a section 57 manager. This can be linked to the payment of bonuses without proper evaluation process and before the annual report of the municipality is adopted by council. These situations reflect a total disregard for compliance to legal prescripts and to corporate governance.

 In addition, there is uncertainty with regard to permanent employees' salaries being linked to the municipal grading, with most municipalities indicating that the salary determination is dependent on finalisation of the job evaluation process by the SALGBC. Where salaries exceed those attached to the positions, it has been explained that this situation mostly affects employees who were transferred during the transition phases and their salaries are currently "person to holder" (SALGA 2010, p. 50).

Compensation strategies tend to negate the issues of fairness in regard to changing demographics of SA's workforce. Concerning the races, for the same job level for instance, whites earn an average salary of R18 000, black Africans R13 000, Indians R17 000 and coloureds R12 000. The same trend applies to qualifications where Whites can command the most from their metric, certificate and degree qualifications. Among those with honours, masters or doctorates, Indians earn the highest salaries. Black Africans are reported to be the most mobile, especially in top management positions, despite having the least amount of experience in their current jobs for their age.

There is no uniform system that pays municipal salaries, but different systems are purchased by municipalities for this purpose. The non-implementation of the wage curve and the other labour force issues identified in many municipalities include what is perceived by organised labour as unilateral outsourcing, the use of outside lawyers in disciplinary cases, the prolonged contracts of temporary workers and the inflation of the labour force of municipalities with general workers, which are neither properly qualified nor properly utilised in the municipality. Financial resources are spent by municipalities paying license fees and sometimes consultant fees. These resources

can be channelled to service delivery if a uniform system could be established (COGTA 2009, p. 69; SALGA 2010, p. 60-61).

Gender salary gap continues to exist. Among the sexes, women tend to occupy the majority of the skilled, semi-skilled and unskilled job levels with only 31% of women in top management positions. Most troubling, however, is the fact that the salary gap between women and men widens with age. According to the survey, women's earning potential tends to plateau at 36 – 40 years of age, versus men who reach their income peak in their 50s. Employee salaries and benefits are not standardised in some cases. While disparities in salaries are due to amalgamations of municipalities in some cases, salary disparities amongst employees of similar ranks are reported to be common in many municipalities. The wide variations in the salary scales of employees in similar size municipalities, as noted by the National Treasury Budget Review are hard to justify (COGTA 2009, p. 68).

The current compensation practices in municipalities expose weaknesses in relation to the development and implementation of total reward strategies. In order for municipalities to become employers of choice that can attract the required talent capable of ensuring effective service delivery, municipalities will need to develop competitive reward strategies that can command high employee satisfaction, loyalty and commitment to the organisation. Such strategies should be aligned to organisational goals, employee needs, recognition, and employee performance, evaluation, training and development.

3.6   CONCLUSION

This chapter reviewed literature that relates to the current status of talent management in municipal organisations. It provided a brief background study of the South African local government in terms of its demarcation and administrative structures and legislations that governs its existence. It further reviewed talent management practices that municipalities are using to help them attract and retain talent. Generally, this chapter has provided the theoretical basis on which the empirical investigation of this study was based.

Furthermore, the chapter has highlighted the relevancy of White Papers and legislations to the effective implementation of TM in municipal organisations. Implicitly there are number

principles in these White Papers and Legislations which the study has cited and which have a significant bearing on TM. This chapter has also explored and gave a wide account of the way TM as a field is conceived in municipal organisations. It has reviewed and evaluated current studies on the topic that are relevant to TM within the municipal sector.

CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY

4.1 INTRODUCTION

The research process for this study was accomplished in two parts or phases: Firstly, the theoretical phase process comprised a comprehensive literature review, with the aim of exploring and establishing a theoretical understanding of talent management in general and in the South African local government sector. The review established the general conceptual understanding of the terms; talent management, talent strategies and talent practices in both private and public organisations. In addition, the literature survey examined a number of studies relating to talent management activities in South African public organisations with specific reference to the municipal sector. The data collected in the literature review provided the necessary background information which guided the empirical process of the study (Marczyk, Matteo and Festinger 2005, p. 48). The second part of the research process was the empirical phase, which comprised the research design and methods for the study. The research design related to the questions of interest, the category of primary and secondary data a researcher is likely to use, the audience targeted, the geographical coverage of the study and the costs involved (de Leeuw & Hox 2011, p. 50). Judging from the nature of the study and the variables which were under investigation, the most appropriate design for this study was a mixed method research (MMR).

4.2   RESEARCH PARADIGMS

The theoretical frameworks which guide researchers are referred to as paradigms. Research paradigms are a set of assumptions, values, or beliefs about the aspects of reality which give rise to a particular world view and serve as lenses or organising principles through which researchers perceive and interpret reality. This assertion is alluded to by Burke (2007, p. 477) when he asserts that the research paradigm acts as a 'set of lenses' for the researcher which is "allowing the researcher to view the fieldwork within a particular set of established assumptions, thus merging the abstract usefulness of the paradigm with the practical application of conducting rigorous research"

According to Bogdan and Biklan (1982, p. 30), a theoretical paradigm is the identification of the underlying basis that is used to construct a scientific investigation, or "a loose collection of logically held together assumptions, concepts and prepositions that orientate thinking and research". It can also be referred to as a basic belief system, or world view that guides the investigation (Guba & Lincoln 1994, p. 105), or as a "set of interrelated assumptions about the social world which provides a philosophical and conceptual framework for the organised study of that world" (Filstead 1979, p. 34).

The two main philosophical dimensions that distinguish existing research paradigms are ontology and epistemology. Ontology refers to the view of how one perceives reality (Wahyuni 2012, p. 69), or the nature of the essence of social phenomena that are being investigated (Gall, Gall and Borg 2006). It can also be referred to as the research domain of social sciences (Lor 2011, p. 12).

The ontological question as Guba and Lincoln (1994, p. 108) postulate can be explained in terms of:

> What is the form of nature of reality and, therefore, what is there that can be known about it? For example, if a "real" world is assumed, then what can be known about it is "how things really are and how things really work". Then only those questions that relate to matter of "real" existence and "real" action are admissible; other questions, such as those concerning matters of aesthetic or moral significance, fall out of a legitimate scientific inquiry

Epistemology, on the other hand, is a branch of philosophy that studies the nature of knowledge and the process by which knowledge is acquired and validated. Wahyuni (2012, p. 69) views it as the beliefs on the way to generate, understand and use knowledge that are deemed to be acceptable and valid. It is concerned with the "nature of knowledge, its possibility, scope and general bias" (Honderich 2005, p. 260).

The epistemological question, as further suggested by Guba and Lincoln (1994, p. 108), interrogates the nature of the relationship between "the knower and would-be knower" and what can be known. Depending on the reality assumed by the researcher, the epistemological assumptions will be shaped by whether the reality is assumed to be real, or otherwise. If it is real,

"then the posture of the knower must be one of "objective detachment or value freedom in order to be able to discover "how things really work" (Guba & Lincoln 1994, p. 108).

There are four main paradigms which are central to social science research. These are: positivism, post-positivism, interpretivism and pragmatism. The four are briefly explained in the next paragraphs.

4.2.1 Positivism

The positivism paradigm, which is sometimes referred to as "scientific method or science research" (Mackenzie & Knife 2006), is "based on the rationalistic, empiricist philosophy that originated with Aristotle, Francis Bacon, John Locke, August Comte and Emmanuel Kant" (Mertens 2005, p. 8). According to Creswell (2003 p. 7), this paradigm "reflects a deterministic philosophy in which causes probably determine effects or outcomes". Kraus (2005, p.759) asserts that, in positivism, the object of study is independent of the researchers; knowledge is discovered and verified through direct observation, or measurement of phenomena; facts are established by taking apart a phenomenon to examine its components. Positivists aim to test a theory, or describe an experience "through observations and measurement in order to predict and control forces around us" (O'Leary 2004, p. 5).

The assertions given in the above paragraph reflect the ontological and epistemological assumptions on which this paradigm is based. The nature of reality in this paradigm (ontology) is deemed external, objective and independent of the social actors; "the common belief that the existence of a universal generalisation can be applied across all contexts" (Wahyuni 2012, p. 71). Burke (2007, p. 480) also alludes to the same point, when he observes that this paradigm aims to forecast the general patterns of human activity, regardless of historical or cultural contexts.

Its epistemological stance as Wahyuni (2012, p. 71) asserts, lies in the fact that, this paradigm "advocates for a scientific approach by developing numerical measures to generate knowledge, commencing with the testing of theory in the form of hypotheses and using statistical tests in their research process" (Wahyuni 2012, p. 71).

4.2.2 Post-positivism

As in positivism, post-positivists, apply the lens of natural science to social science. They share a common view that social reality is external and objective. They also maintain a value-free reality where the researcher is detached from reality, or phenomena (Wahyuni 2012, p. 71).

This ontological stance is thus labelled as critical realism because the proponents of this paradigm claim that reality must be subjected to the widest possible critical examination to facilitate apprehending it as closely as possible (Guba & Lincoln 1994, p. 110). Wahyuni, (2012, p. 71) agrees with Guba and Lincoln's observations. He states that post-positivist researchers claim that understanding social reality needs to be framed in a certain dynamic context of relevant law or dynamic social structures which have created the observable phenomena within the social world. He further assert that "post positivism claims that only observable phenomena can provide credible data, facts focus should be on explaining within a context or contexts" (Wahyuni 2012, p. 71).

4.2.3 Interpretivism

Interpretivism, or constructivism as it is sometimes called, subscribes to the notion that reality is a lived experience and is constructed by social actors and people's perception of it. Its proponents reject objectivism and a single truth as proposed by the positivists (Mertens 2005, p.12; Wahyuni 2012, p. 71). They emphasise subjective consciousness of the social participant instead of an objective observer (Denscombe 2002). The ontological assumptions emphasise that reality is viewed and interpreted by individuals according to their ideological positions, with knowledge being personally experienced rather than being acquired or imposed from outside (Dash 2005). The ontological stance or view on reality of the interpretivist is described as relativist, or constructivist, that is:

> Realities are apprehendable in the form of multiple, intangible mental constructions, socially and experientially based, local and specific in nature (although elements are often shared among many individuals and even across cultures) and dependent for their form and content on the individual persons, or groups holding the constructions (Guba & Lincoln 1994, pp. 110-111).

Research further suggests that acceptable knowledge in this paradigm is constituted of subjective meaning and social phenomena and upon the details of the situation (Guba & Lincoln 1994, p. 111; Sounders, Lewis & Thornhill 2009, p.119).

4.2.4 Pragmatism paradigm

According to Creswell (2003, p.11) pragmatic researchers focus on the 'what' and 'how' of the research problem. Hence the pragmatic researcher states the problem and determines the research question, or questions, and is central to the entire research process. Pragmatists, as Wahyuni (2012, p. 71) asserts, favour working with both quantitative and qualitative data because, this enables them to understand social reality better.

Ontologically, pragmatists' view of nature is that it is external or multiple in existence. The best approach for any researcher, who tackles a research study from a pragmatic stance, is to take the research question as his or her starting point. Epistemologically, either, or both observable phenomena and subjective meanings can provide acceptable knowledge, depending on the research question (Guba & Lincoln 2005; Sounders et al., 2009; Wahyun 2012). Obviously, going with the above assertion means that the research methodology for pragmatists is a mixed method, where both quantitative and qualitative techniques can be applied together in a single study.

4.3 RESEARCH APPROACH

Creswell (2008) describes research approaches or methodologies as broad, holistic, methodological guides or roadmaps that inform a particular research motive or analytical interests. The methodology, as Marczyk, De Matteo and Festinger (2005) assert, encompasses the planning process, data collection, analysis of data and the final presentation of the results. It entails the overall approaches or perspectives to the research process and is concerned mainly with the following issues:

- Why certain data is collected
- What data is collected
- Where data is to be collected and

- How data will be analysed and presented (Collis & Hussey 2003, p. 55).

In essence, the methodology defines what constitutes a research activity, utilises and is applicable to a model; states the methods to apply and how to measure progress and success and how to communicate the results (Clerke 2005).

Discussed below is a brief summary of the three central approaches or methodologies to any research study. These are the quantitative, qualitative and the mixed method research approach

4.3.1. Quantitative methodology

The objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to natural phenomena. In quantitative research, measuring is very important because it shows the relationship between data and observation. According to Kerlinger and Lee (2000, p. 14), a quantitative perspective can be defined in terms of "a systematic, controlled, empirical, amoral, public and critical investigation in natural phenomena".

According to Herwell (2011, p. 149) quantitative approach employs experimental methods and quantitative measures to test hypothetical generalisations. He further asserts that this approach "attempts to maximise objectivity, replicability, and generalizability of findings, and is typically interested in prediction". Further still, quantitative designs are deductive in nature, for instance, "inferences from statistical hypotheses lead to general inferences that are characteristic of the general population" (Harwell 2011, p. 149).

Quantitative methods present data in numerical form, and analyse it through the use of statistics. Then the statistical technologies are used to describe and to test relationships and to examine the cause-and-effect of relationships (Charles 1995; Creswell 2008).

4.3.2. Qualitative research methodology

Qualitative research methodology is a kind of research that produces findings arrived at from the real world setting, where the phenomena of interest unfold naturally. "It is a research, where researchers are interested in understanding the meanings people have constructed, that is, how

people make sense of their world, and experiences they have in the world" (Merriam 2009, p. 13). This assertion is alluded to by other researchers. For instance, Harwell (2011, p. 148) observes that qualitative research methods focus on discovering and understanding the experiences, perspectives and thoughts of participants, while Hoepfl (1997, p. 47) also states that qualitative research seeks illumination, understanding and extrapolation to similar studies.

Qualitative research, as Denzin and Lincoln (2005, p. 3) also argue, is a "situated research activity that locates the observer in the world, consists of a set of interpretive, material practices that make the world visible" They further assert these practices "could transform the world and turn it into series of representations which may be in the form of field note, interviews, conversations, photographs, recordings and memos" (Denzin & Lincoln 2005, p. 3) Curry et al., (2009, p. 1442) clearly indicate the main distinctions between qualitative and quantitative designs or methodologies as follows:

- Whereas quantitative research counts occurrences (e.g., estimates prevalence, frequency, magnitudes, incidence), qualitative research describes the complexity, breadth, or range of occurrences of phenomena.
- Secondly, while quantitative research seeks to statistically test hypotheses about a phenomenon, qualitative research seeks to generate hypotheses about a phenomenon, its precursors and its consequences.
- Lastly, quantitative research is performed in randomised or non-randomised experimental and natural settings and generates numeric data through standardised processes and instruments with predetermined response category. On the other hand, qualitative research occurs in natural settings and produces text-based data through open-ended discussions and observations.

4.3.3   Mixed methods research

Mixed methods research (MMR) combines both quantitative and qualitative designs in the same research study (Caruth 2013, p. 112; Teddlie & Tashakkori 2009, p. 7). This method evolved in response to the observed limitations of both quantitative and qualitative designs. Johnson, Onwuegbuzie and Turner (2007, p. 123) assert that mixed method research:

> Is the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches (e.g., use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and corroboration

Creswell, Plano and Clark (2007, p.5) also state that as a methodology, MMR involves philosophical assumptions that guide the direction of the collection and analysis of data and the mixture of qualitative and quantitative data in a single study or series of studies. Its central premise is that the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than one methodology design would.

Mixed method research can present a number of challenges to researchers. First, researchers who normally use this design must have a working knowledge of both quantitative and qualitative methods designs to combine the methods effectively. In addition, MMR is time-consuming, extensive, and may necessitate the use of a research team (Creswell 2012). In the case of this particular study, the researcher was able to use both methods without extra assistance because of the methodologies used.

There are six primary types of designs in a mixed methods research. These are the sequential (explanatory, exploratory, and transformative) and concurrent (triangulation, nested, and transformative) designs. As Hanson et al. 2005, pp. 229-230) assert each of these designs:

> varies with respect to its use of an explicit theoretical/advocacy lens, approach to implementation (sequential or concurrent data collection procedures), priority given to the quantitative and qualitative data (equal or unequal), stage at which the data are analyzed and integrated (separated, transformed, or connected), and procedural notations

This study employed the explanatory sequence design and this is the only design that will be explained.

The sequential explanatory design consists of the collection and analysis of quantitative data followed by the collection and analysis of qualitative data. Priority is usually unequal and given to the quantitative data, while qualitative data are used primarily to augment quantitative data. Analysis is usually connected and integration usually occurs at the data interpretation stage and in the discussion (Hanson *et al*. 2005, p. 230).

4.3.3.1 Application of mixed methods in this study

For this study, a two-phase, explanatory mixed methods study was used to obtain statistical, quantitative results from a survey sample or questionnaire, and then follow-up with semi-structured interviews involving a few individuals to probe or explore those results in more depth. In the first phase, quantitative research questions were used to interrogate managers' perceptions about talent management and the way it is implemented in their organisations. This was a descriptive and exploratory research rather than a study to explain associations and generalizability.

In the second phase, semi-structured interviews were used to probe and explore managers' deeper understanding of the phenomenon of "Talent Management" and how talent management was being prioritised and implemented by their organisations in their view. Deeper insights into the talent management strategies and talent practices were explored to strengthen findings from the survey.

4.3.3.2 Theoretical justification for using a mixed method research design

Mixed methods research, as Venkatesh et al. (2013, p. 26) state, has seven advantages:

- Complementarity - to gain complementary views about the same phenomena or relationships
- Completeness - to ensure that total representation of experiences or associations is attained. The qualitative data and results provide rich explanations of the findings from the quantitative data and analysis.
- Developmental - to build questions from one method that materialise from the implications of a prior method, or one method presents hypotheses to be tested in a subsequent method.
- Expansion - used in order to explain or expand upon the understanding obtained in a previous strand of a study.
- Corroboration/Confirmation - to evaluate the trustworthiness of inferences gained from one method and uses a qualitative study to confirm the findings from a quantitative study.
- Compensation - to counter the weaknesses of one method by employing the other.

- Diversity - used with the hope of obtaining divergent views of the same phenomenon.

For this study, the MMR was purposely used to ensure that a total representation of experiences or associations was attained (completeness), used to gain additional insights on the findings from a quantitative study (complementarity), and to counter the weaknesses of one method by employing the other (compensation). For instance, the qualitative analysis could be used to compensate for the small sample size in the quantitative study (Venkatesh 2013, p. 24). While it was difficult to generalise the results of this study, in-depth knowledge and deeper insights were obtained from participants through the interviews. This went a long way to establish reliability and truthfulness for the study.

In addition, there are inherent factors associated with the construct of talent management, which in a number of instances may warrant the use of mixed method research, rather than either quantitative or qualitative design as a single approach to the entire study (Curry 2009, p. 1442).

One advantage relates to the fact that the use of both quantitative and qualitative techniques in a single study may help to reduce inconstancies in the entire study. For instance, a preliminary quantitative component may generate surprising or inconsistent data, making it necessary to follow-up with a qualitative study. Talent management is a complex phenomenon, which contains both measurable attributes that can be investigated using quantitative techniques, such as surveys, and those that cannot be measured. The other attributes can be investigated and explored through qualitative techniques, such as observation, case studies, document analysis and interviews.

In addition, mixed methods, as pointed out by Creswell and Plano-Clark 2007, p. 33), provide "a more complete picture by noting generalisations, as well as in-depth knowledge of the participants' perspectives". In similar vein, Frels and Onwuegbuzie (2013, p. 119) contend that MMR provides researchers with opportunities to quantify variables and to explain, inform and validate the findings in a research study, hence, presenting opportunities to understand questions of 'how much' and 'why'.

Talent management is a relatively new topic in public management. There are very few studies on this topic within the South African local government sector. The researcher did not rule out

reliability issues, such as smaller response rates or inconsistent and surprising data being generated if only one research methodology was used. For this reason, the researcher adopted a mixed methods research approach. This enabled the researcher to expand on the breadth and depth of the findings, and also to follow up on the findings of the first study.

The intention was to use the interview findings in the second phase of the study to add more insight on the findings of the survey. This agrees with Martin's observation that the use of mixed methods would enrich and provide depth to statistical data obtained (1987, pp. 14-15).

4.4   PHASE I: SURVEY DESIGN AND DATA COLLECTION

The appropriate design for this survey involved one major data collecting tool, which was a questionnaire. The main contact and response mode was email. Telephones and personal contacts were used as pre-contact modes and follow-up modes to help strengthen the response rate for the survey (Vannieuwenhuyze, Loosveldt & Molenberghs (2010, p. 1028).

The decision to use this research design was informed by geographical dispersion of the targeted population and the costs that would have been involved to ensure optimum participation of the targeted population in the study. The Internet-based survey method can provide an economical and efficient means of gathering a large amount of data from many participants (Creswell 2008, p. 387). In addition, as Leedy and Ormrod (2010, p. 203) indicate, evidence suggests that online or Internet-based surveys yield data comparable to those obtained by face to face contacts.

Selwyn and Robson (1998) suggest that email as a research method potentially offers researchers many advantages such as easy access to world-wide samples, low administration costs (both financially and temporally) and it is characterised by unobtrusiveness, and friendliness to respondents. They further add that responses are not constrained to synchronous communication, but participants can respond when and how they feel comfortable. In short, email's primary advantage is its 'friendliness' to the respondent (Selwyn & Robson 1998).

The disadvantages of emails, as Berge and Collins (1995) argue, are that an individual may be inundated with emails; so much so that attending to every mail message will be almost impossible. Unsolicited attempts to gain information via e-mail by researchers (however

genuine) may be simply ignored by the deluged recipient at the other end of the line. In addition, it is virtually impossible to guarantee the respondents' anonymity as their names (or at least their email addresses) are automatically included in their reply.

Thatch (1995), however, points out that this lack of anonymity does not preclude the researcher from guaranteeing the respondent confidentiality. Researchers can assure email survey respondents of confidentiality by informing them that their email addresses will not be recorded with their survey.

Other disadvantages of online and email surveys relate to ethical, validity and reliability problems. These relate mainly to issues of coverage, sampling errors, questionnaire design and quality of data, which may affect the reliability and validity of the study. The informed consent of the participants relates to ethical issues relating to the procedures when participants were selected to be part of the research study. Researchers who opt to use email surveys rather than other survey modes for a specialised population need to know that the population they are targeting has acceptable Internet access and is fairly proficient at using computers (Smyth & Pearson 2011, p. 33). This can help to reduce the coverage and response errors. From a data quality perspective, it is highly desirable to take steps to ensure that only sample members can gain access to the survey and that they can complete the survey only once. In addition, the response rate may be increased by switching modes, or use of multiple follow-up, for instance, following up with non-respondents using different contact modes, such as telephones, emails and even personal contacts (Couper 2008, p. 342).

4.4.1 Sampling procedures and decisions: sample, population and participants

4.4.1.1 Population

A population refers to all those individuals, objects or events upon which the study intends to make a scientific conclusion with respect to certain attributes or social phenomena. The population is also referred to as a target population, or the population of interest. According to McMillan and Schumacher (2006, p. 119) "It is a group of elements, or cases, where individuals, objects, or events conform to specific criteria and to which, one intends to generalise the results of the research".

4.4.1.2 Sample

A sample is a small portion of the total set of objects, persons, or events that form part of the study. Macmillan and Schumacher (2006, p. 119) refer to a sample as the collective group of people or participants from whom the data are collected. The sample can be collected from a larger group of persons as the population or target population. For this study, the survey sample was drawn from the human resource managers responsible for talent management in municipal organisations. The sample for the qualitative design phase was also drawn from the same population.

However, these managers tend to be the directors for shared corporate services or the human resource (HR) managers depending on the needs of each municipality and the type of the municipality in question. In a few instances, talent management is handled by the skills facilitation department, meaning that a skills development facilitator or manager for that department is likely to be responsible for talent management activities. In other cases, talent management may be handled by HR specialists. Because of likely variations in post levels or job designations, the homogeneity of the sample could be affected. Hence to ensure similar characteristics of the participants, the invitations to participants clearly indicated that those wishing to participate in the survey should be HR managers who handled employees and were conversant with policies and regulations governing HR and talent management in the municipalities.

Ultimately, most of the respondents were HR managers, with a few directors of corporate services, skills development facilitators and HR specialists. This helped to increase the homogeneity of the sample, for as Brymen and Bell (2007, p. 196) point out, the fewer the variations in the participants understanding of the variables being surveyed, the greater the common understanding of the variable.

According to Fowler (2009, p. 38) "the larger the size of the sample and the less the variance of what is being measured, the more tightly the sample estimates will bunch around the true population value and the more accurate a sample-based estimate usually will be". For this survey, a relatively small sample of fifty eight respondents was used. Nonetheless, this was not

likely to affect the comprehensiveness and efficiency of the sample as it was to a great extent homogeneous. As Zikmund (2003, p. 424) indicates, small samples are acceptable when the samples are characterised by a high degree of homogeneity. In addition, the results of the survey were to be validated and enhanced by the qualitative study of phase two of this mixed method research.

4.4.1.3 Sampling procedure

For the email survey, a non-list-based sampling technique was used. The non-list-based sampling technique was chosen because it was difficult to have existing lists of email addresses of managers to serve as the sample frame for all the municipalities. Therefore, contacts were made through other contact modes such as the telephone or personal contacts to develop an email list, which became the sample frame for the survey. The email list was also used as the sample. This is in agreement with Fricker's suggestion (2008, p. 203) that surveys using non-list-based sampling allow for the selection of a probability-based sample without the need to actually enumerate a sampling frame.

Fricker (2008, p. 207) further states that a frequently cited weakness of internet-based surveys is that there is no sampling frame for the general population and that they are subject to significant coverage errors for those portions of the population without internet access. He urges that while this may indeed be a major issue for a survey that intends to generalise to an entire country's population, it is much less of an issue, or not an issue at all, for other types of populations (for example, a corporate employee survey in a firm where every employee has a company computer and the company has a centralised email address directory (Fricker 2008, p. 203). For this survey, the issue of not having internet was not likely to be a problem, as most managers in municipalities had computers and internet in their offices and somehow were assumed to be knowledgeable in computer skills.

4.5 DATA COLLECTION TECHNIQUES AND INSTRUMENTS

4.5.1 Survey Questionnaire

The researcher attempted to ensure that the survey instrument was as reliable as possible. Before administering the questionnaire, the researcher first pre-tested it with some of his colleagues and a few respondents of the survey.

The questionnaire was divided into the following parts: first, the introductory part, which included a few paragraphs about the main purpose of the survey, a request to participate in the survey, information on confidentiality and research ethics and last but not least, three examples of talent management definitions (Annexure 2).

The second part of the questionnaire was about data classification. Data in the questionnaire was classified as follows:

- Biographical data (questions from 1 – 8)
- Data on critical skills and skills gap (9 – 11)
- Turnover problems (questions 12 – 14)
- Objectives for engaging in talent management activities (15 – 16)
- Talent segmentation (17)
- Integrating and aligning talent management strategies (18 – 19)
- Employee engagement practices (20 – 21)
- Talent identification and acquisition (22)
- Use of metrics to measure success (23)
- Human resource information systems (HRIS) (24 – 26)
- Reward strategies (27 – 28)
- Performance management systems (29 – 31)
- Training and development practices (32)
- Obstacles to effective implementation of talent management programmes (33 – 34)
- Importance of talent management to talent retention (35)
- Any other comments or suggestions (36)

113

Data collection was through the use of emails. In addition, in-depth interviews were conducted with selected participants from at least one local municipality, a district municipality and one metropolitan council.

Email survey data collection method can be divided into three main phases: contact, response, and follow-up phase. Each of these three phases can be undertaken using different contact modes, that is, by telephone, regular mail, Web, or email. The questionnaire was used as a survey instrument or data collecting tool for the quantitative phase of the study. The email was used as a single response mode. Pre- or advance notification and follow-up contacts were made and communication modes used were faxes, emails, telephones and personal contacts (Fan & Yan 2010, p. 134).

Information contained in the invitations pertained to the following: the university attended by the researcher, informed consent forms and an invitation letter to participants from the study supervisor. In some cases, depending on the type and nature of the research, an indemnity form was needed too. However for this study, there were no envisaged risks and the indemnity form was not necessary. An informed consent form was instead sent to participants to explain to them the objectives, nature and type of research. The main ethical issues related to this survey were clearly explained to participants before they decided to take part. Permission to conduct field research was granted by the Research Ethics Committee of North West University (Annexure 6)

4.6   ADMINISTERING THE SURVEY QUESTIONNAIRE

The researcher contacted 138 out of 278 municipalities in the nine provinces as provided for in the Local Government Hand Book (2013). They were contacted through emails and telephone calls. They were asked to indicate their willingness to participate and to provide a person from their human resources management department who would be willing to participate in a survey relating to talent management within that particular municipality. Many of municipalities that were contacted requested formal applications to the municipal, or city managers, describing fully the nature and type of the survey. They also wanted it spelt out in writing how the survey would benefit the municipality and how issues of confidentiality and ethics in the survey would be

handled, before they could grant permission. Application letters were subsequently sent out to all those municipalities that had requested formal application to municipal, or city managers.

Fifty eight municipalities responded positively and a list of fifty eight emails was assembled for the survey. Out of these emails: five were from the metropolitan, twelve from the districts and forty one from the local municipal councils. These emails were organised into one respondent list. As indicated already in the previous sections, this list became both the sampling frame and the sample. Every email that was represented in the list had equal chances of participating in the survey. Invitations were then sent out using the assembled email list.

Further contacts were made by phone to try to increase the response rate. Eventually 23 responses were received out of the 58 emails sent. A combined response rate of 40% was achieved for the study, although there were some variations in the overall response rate according to the different types of authorities as indicated in the table below.

4.7   PHASE 2: QUALITATIVE DESIGN

4.7.1   Semi-structured interviews

According to Denzin & Lincoln (2005, p. 3) qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret phenomena in terms of the meanings people bring to them. When qualitative methodology is used along with quantitative methods, qualitative research can help us to interpret and better understand the complex reality of a given situation and the implications of quantitative data (Mack et al. 2005, p. 2).

4.7.2   Sampling procedures and decisions: sample, population and participants

For the qualitative design phase, convenience sampling was used to choose the three municipalities that were investigated individually as case studies. Of these three municipalities, one was a metropolitan, and the remaining two were district and local councils respectively. In convenience sampling, a group of subjects or cases is selected on the basis of being accessible or expedient (Macmillan & Schmacher 2006, p. 125). Accordingly, transport costs and willingness to participate were used as the main reasons for choosing these three cases.

Purposeful or judgemental sampling was used in selecting the participants to include in the interviews. This type of sampling is very common in qualitative designs. This type of sampling selects elements to include in the sample based on their being representative of the population, or how they are knowledgeable about the topic (Macmillan & Schmacher 2006, p. 125). Therefore, based on the researcher's knowledge of the population and results from the quantitative phase, the directors for corporate services, HR managers and human development managers were deemed to be the most suitable persons to be part of the interviews. However, in cases where the aforementioned managers were unavailable, another senior person in human resource management department could be selected to participate. A sample of ten participants took part in the interviews; four were drawn from the metropolitan municipality, three from both the local and district municipalities.

4.7.3 Data collection

Semi-structured interviews were used to collect data for the qualitative phase. Semi-structured interviews are often used when the researcher wants to go deeply into a topic and to understand thoroughly the answers provided. The semi-structured interviews used in this study consisted of several key questions that helped define the areas to be explored, but also allowed the interviewer or interviewee to diverge from the prepared schedule in order to pursue an idea or response in more detail (Gill, et al. 2008, p. 291). Semi-structured interviews can prompt participants with some guidance on what to talk about, which they many find helpful. The flexibility of this approach, particularly compared to structured interviews, can also allow the discovery or elaboration of information that is important to participants but may not have previously been thought of as pertinent by the research team (Gill et al. 2008, p. 291).

An interview schedule was developed after compiling the results from the survey (see annexure 2). The time allocated to each participant was thirty to forty five minutes. The researcher administered the interviews himself, but sought assistance with the transcription of the data from senior researchers at his working place. The purpose of the semi-structured interviews, which normally use open-ended questions, was to probe and also give participants the opportunity to respond in their own words, rather than forcing them to choose from fixed responses, as

quantitative methods do. In addition, they were used to confirm, elaborate or give more clarity on some of results from the survey questionnaire that seemed inconclusive.

4.8   ANALYSIS OF DATA FOR PHASES 1 AND 2

When a sequential explanatory strategy is used as part of a mixed methods research design, as was the case for this study, data analysis is normally handled separately for each of the methodology phases. Figure 4.1 shows data collection, analysis and interpretation process for the

Figure 4.1: Sequential explanatory strategy-data collection, analysis and interpretation of data

| QUANTITATIVE | ⟹ | QUALITATIVE |

Quantitative⟹ Quantitive data ⟹Qualitative data   Qualitative   ⟹Interpretation
Data colletion   analysis   Collection   data anaysis

Terrel, 2012
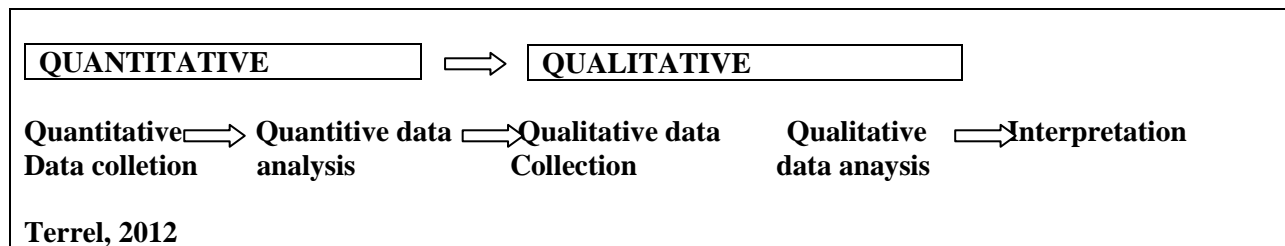
The collection and analysis of quantitative data is followed by the collection and analysis of qualitative data, and data are integrated during interpretation. The primary focus is to explain quantitative results by exploring certain results in more detail or helping explain unexpected results (e.g., using follow-up interviews to better understand the results of a quantitative study) (Terrell 2012, p. 261). Priority in this strategy is given to the quantitative data while the qualitative data can help to strengthen the quantitative findings by adding new insights or trends to the findings.

4.8.1   Data analysis for the quantitative phase (Phase one)

Data analysis for the quantitative phase was done immediately, after data collection, using the statistical package for social sciences (SPSS). The survey generated numerical data and qualitative data predominately on ordinal scale. First, descriptive statistics was applied on the data using SPSS to provide useful analyses of summarised data and detailed descriptions of talent management strategies and practices, and the extent to which these practices have been

applied or are being implemented by municipalities. These summaries and analyses were presented in forms of frequency tables and pie charts to enable patterns and relationships to be discerned from the raw data. In addition, Cronbach's alpha tests were applied on some selected variables to assess how closely related a set of items are, especially for those variables that contained sub-variables.

4.8.2   Data analysis for the qualitative phase   (Phase two)

Qualitative data analysis, as indicated by McMillan and Schumacher (2006, p. 364), is a relatively systematic process of coding, categorising and interpreting data to provide explanations of a single phenomenon of interest. The qualitative analysis for this study was accomplished through the steps usually followed in qualitative research. Data that was collected during the interviews using a tape recorder. It was transcribed and organised into data files. Data was then organised on the basis of predetermined themes. The researcher formulated research questions based on the results from the quantitative phase. Then a number of predetermined themes were developed from these questions. The interpretation and analysis used the thematic deductive research approach. Findings were reported using pertinent quotes that that seemed to be more representative and had a significant bearing on the entire study.

4.9   ETHICAL CONSIDERATIONS

The term ethics refers to moral questions of right or wrong; in planning any study it is the researcher's responsibility to ensure that ethical concerns relating to respect, dignity and welfare of people who participate in the research are properly addressed (Fraenkel & Wallen 2006, p. 55). In addition, they assert that cognisance must be taken of the regulations and professional standards that govern the conduct of research with human participants (Fraenkel & Wallen 2006, p. 55).

Permission was sought before the study to conduct research in the organisations identified. Broadly, the following efforts were undertaken to deal with of issues of ethics and confidentiality:

1.   A covering letter and informed consent letter, together with the questionnaire, formed part of the official invitations to respondents. The informed consent clearly indicated to the participants that taking part in the study was voluntary and that they could terminate their participation at any time if so wished.

2.   The researcher applied to the Ethics Committee of North West University for ethical clearance before embarking on the field research and an ethical clearance was issued in this regard. The questionnaire was also sent to the committee for clearance.

3.   A covering letter from the faculty, signed by the researcher's supervisor, was obtained. The letter clearly stipulated the title, the nature and the purpose of the study.

4.   The researcher made sure that all the above were applied to the qualitative phase of the study as well.

5.   There were no risks envisaged in the study and participants were fully informed of this.

6.   There was also a promise by the researcher to avail the final report to any of those participating municipalities that was interested to have one. This was the only tangible benefit for those municipalities and for those participating in the study. The researcher emphasised knowledge gain as the only benefit for their participation.

According to Creswell (2008, p. 75), in survey research, investigators disassociate names from responses during the coding and recording process. They should then discard data so that it does not fall into the wrong hands. For this study, participants were informed that data was to be reported in aggregate form and respondents' emails were to be immediately discarded and removed from the researcher's computer after data entering. This was to indicate to participants how confidentiality would be handled.

For the qualitative research, a request was made to participants to use a tape recorder during the interviews. All the participants agreed. Free and open discussion between the researcher and each participant in the interviews was encouraged before the interviews to establish rapport between the interviewer and the interviewees and to freely talk about issues of confidentiality.

4.10   VALIDITY AND RELIABILITY

Validity refers to the appropriateness, meaningfulness, correctness, and usefulness of inferences a researcher makes.   Reliability indicates the consistency of scores or answers from one administration of an instrument to another and from one set of items to another (Franked & Wallen 2006, p.150). For this study, validity and reliability were ensured by using the following:

First, a pre-test was conducted to test the reliability and consistency of the survey instrument. The questionnaire was pre-tested using at least five participants with similar characteristics to the sample population. In addition, expert judgement from academics, researchers and knowledgeable people from the local government sector was also elicited. Reliability tests such Cronbach's Alpha were also applied on the research items to test the scale's reliability. In addition, the systematic and rigorous use of mixed research methods ensured the trustworthiness of the study through data complementarity, completeness.

4.11   CONCLUSION

This chapter has outlined and addressed the strategies and the research process followed to accomplish the entire research project. It outlined the research design and methodology. It clearly indicated the theoretical rationale for using the mixed methods research for this study. Research paradigms and how they relate to various research designs, especially to the mixed methods approach, were discussed. The chapter further explained how population sampling, instrument design, data collection, data analysis and interpretation for the study were handled. In addition, issues of ethics, validity and reliability were discussed.

CHAPTER 5: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

5.1   INTRODUCTION

In the previous chapter, the research design and methodology for this study was outlined and discussed. This chapter presents results, analysis and interpretation of the data. The study used mixed method research (MMR) design. Hence, two analyses, the quantitative data analysis based on the survey questionnaire, and the qualitative analysis based on semi-structured interviews, are discussed in this chapter. Each analysis was done separately.

Data collected using the quantitative survey research questionnaire was processed and analysed using the statistics package for social scientists (SPSS). The statistical techniques selected for the survey analysis, were descriptive statistics. A reliability analysis was applied to some selected variables to test the reliability and consistency of the data. Results were reported using averages, frequency tables and pie charts.

Data gathered from the qualitative research instrument, semi-structured interviews, was collected using a tape recorder and was transcribed by the researcher. The researcher used a deductive thematic approach to analyse the data. Results were reported using verbatim quotes.

The first section of this chapter presents results of the descriptive analysis of the quantitative survey. In this section, demographic factors of the respondents are presented and then followed by the contextual variables that pertain to the research questions. The last part of this section deals with the reliability analysis to test the internal consistency and relatedness of items in some selected group scales and to establish the degree of reliability and validity of these group itemised scales, which form part of this study.

Interpretation is done concurrently with the analysis.

The second part of the chapter presents results from the semi-structured interviews and analyses them. Reporting and interpretation of the results are based on pertinent quotations that have great

bearing on the research questions that emanated from the quantitative survey results. Integration of the interview findings with the survey findings is done in chapter six, which discusses the key findings.

A combined response rate of 40% was achieved for the study, although there were some variations in the overall response rate according to the different types of authorities as indicated in the table below.

Table 5.1: Overall responses from each of the participating councils

Local councils	*Number included in the study*	*Number responded*	*% response for each participating council*	*Combined overall response %*
Metropolitan	5	4	80	40
Local authority	41	12	29	
District authority	12	7	58	

5.2   THE QUANTITATIVE SURVEY

5.2.1   Presentation, analysis and interpretation of biographical data

Biographical data analysis comprises variables that describe the respondents' profiles. Presentation of results and interpretation pertaining to these variables are based on **descriptive analysis** of the data that was conducted by the researcher. Respondents' profiles as discussed in 5.2.1.1 to 5.2.1.3 are presented in pie charts. Results in subsections 5.2.4 to 5.2.8 are illustrated in table 5.1.

5.2.1.1   The authority respondents represented

Of the 58 municipalities which had had been selected to participate in the survey, only 23 returned the questionnaires. Out of these, four (17.39%) belonged to the metropolitan authority, twelve (52.17%) were local, and seven (30.4%) belonged to the district authority. This represented an overall response rate of nearly 40% (Figure 5.5). However, when a split analysis is done, the total overall response from each of the authorities would indicate 80% from the metropolitan, 34% from the local and 42% from the district councils. The response rate of 40% was deemed adequate for the survey. This is probably in line with many email research surveys, where in many cases a response rate of 40% is normally considered average. In addition, response rates are significant depending on the purpose of the study. The main purpose of this study was more descriptive in nature and yielding insight, rather than generalisation on the whole population. And as such, a lower response rate was deemed fairly adequate. Furthermore, the semi-structured interviews were used to confirm or give more insights in areas where results from the quantitative may be inconclusive, or contradictory.
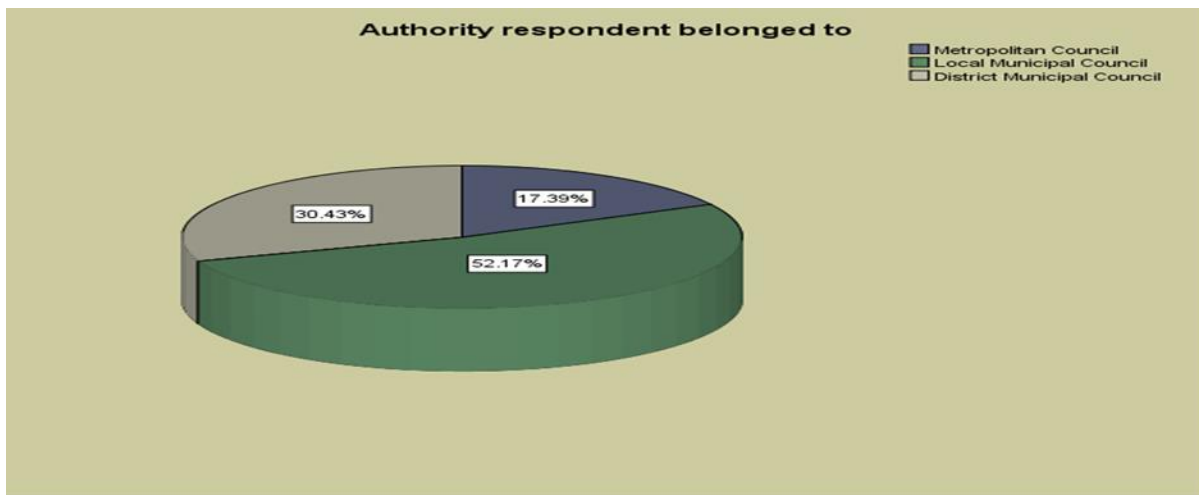
Figure 5.2: The authority respondents represented.

5.2.1.2 Location of the authority

Figure 5.2 indicates the location of the authorities from which respondents from the selected participating municipalities were drawn. With the exception of the Limpopo province, all the

remaining provinces had a representation. Significantly, more respondents were drawn from the Eastern Cape and Western Cape province, 31.82% and 22.73% respectively, by convenience rather than intent. The representation in the study of nearly all the provinces from South Africa could to a great extent help to provide a bigger picture of how talent management is perceived and implemented in many municipalities.
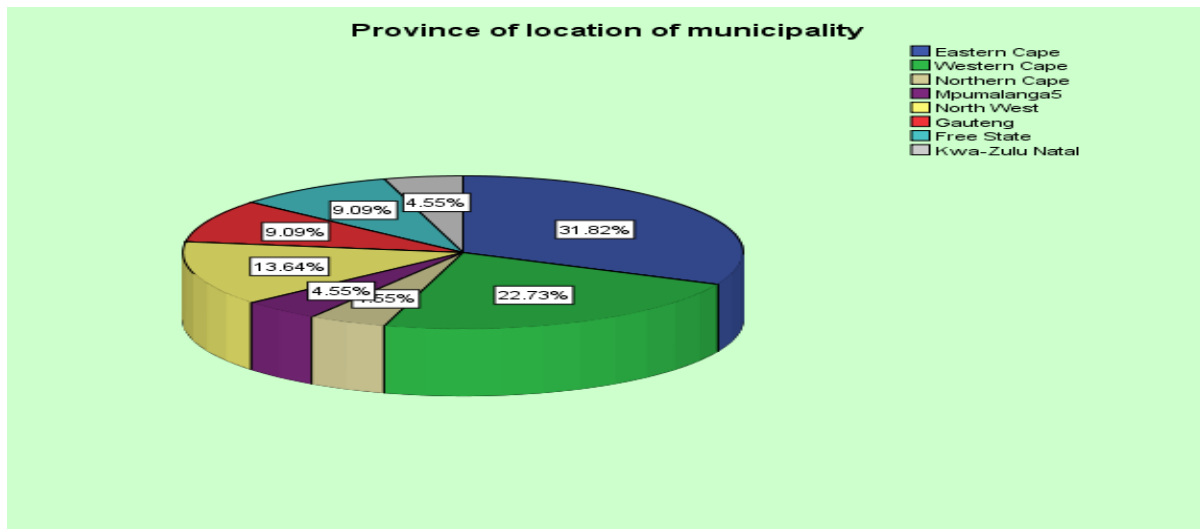
Figure 5.2   Location of the authority

5.2.1.3 Job title of respondents

In regard to job titles, there were eleven (57.89%) human resources managers (HR managers) and four (21.05%) skills development facilitators (SDFs). The four remaining respondents belonged to four job titles, namely: Director for Administration and Human resources; Acting Director-Corporate Services; Chief Human Resources Practitioner and Director for Human Resources Planning and Training. The fact that most respondents were HR managers (57.9%) and other remaining designations HR related helped to ensure a seemingly critical mass of skilled talent managers among the respondents. Thus, designation of respondents may not have had much effect on general results. In addition, this also increased the homogeneity of the sample and helped to reduce the sampling error due to the small size of the sample (Zikmund 2003, p. 424). Furthermore, reliability analysis for the selected variable returned a Cronbach's Alpha of more than 0.8% (Annexure 3) on all the selected group scales, an indication of a high

degree of internal consistency and relatedness of the items in the group scale. This could have reduced the sample error due to the relatively small sample.
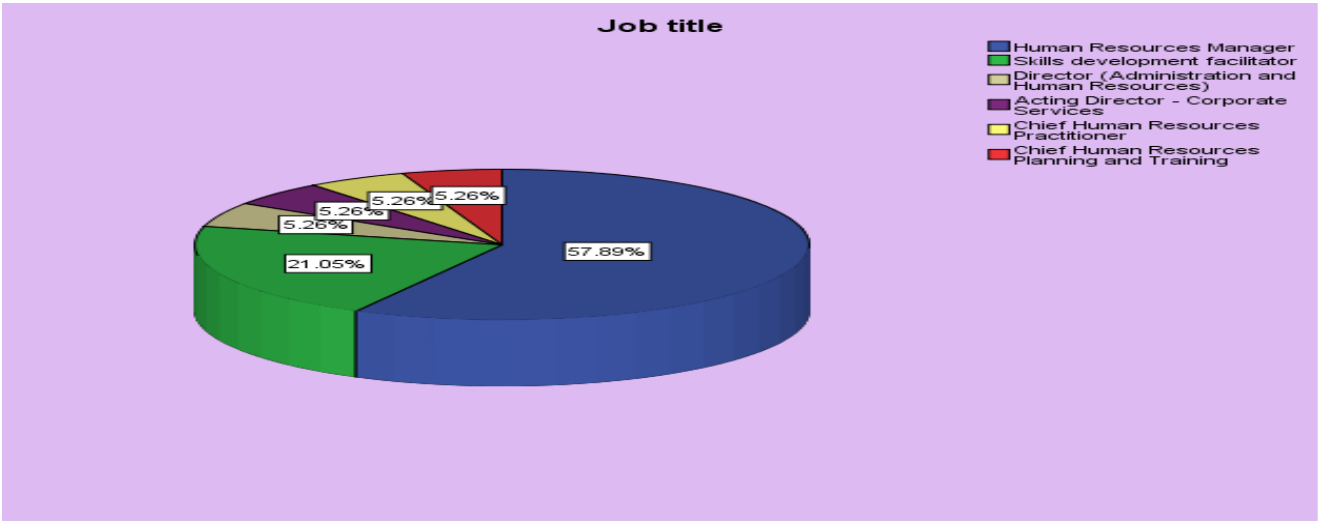
Figure 5.3:   Job title of respondents

Other demographic results from section 5.2.1.4 to section 5.2.1.8 are illustrated in table 5.1.

Table 5.2: Demographic variables (Email survey)

VARIABLES	DESCRIPTION VARIABLES	N=23
Gender	Male	61.18
	Female	31.2
Ethnicity	Black	68.2
	White	27.5
	Indian	4.5
Age	20 – 30 years	13.04
	31 – 40 years	30.34
	41 – 50 years	34.78
	50 – 60 years	17.39
	60 and above	4.34
Length of service in your present job (years)	Less than 1 year	14.3
	2 – 4 years	19.0
	5 – 10 years	28.9
	11and above	31.1
Academic qualifications	Degree	95.0
	Master's degree	5.0
Permanency of the respondent's job	Yes	81.8
	No	18.2

5.2.1.4 Gender distribution

More than two-thirds (68.18%) of respondents were males. Almost one third (31.8%) were female. Gender proportion was highly skewed towards male representation. These findings are not far from the picture that is depicted in other earlier findings from literature. For instance, The COGTA report (2009, p. 31) also indicates that gender equity in senior positions is very poor. For example, in the Western Cape, out of thirty middle management posts, only one has been filled by a woman and nationwide, only 9% of municipal managers are women.

5.2.1.5 Ethnic background of the respondents

In regard to ethnicity, more than two-thirds (68.18%) of the respondents were of black ethnic background, perhaps reflecting the workforce population structure. The whites represented 27.27% and coloureds 4.55% of the respondents. These findings clearly indicate that the majority of Human Resources Managers positions are occupied by people of colour. The probable explanation may be that the workforce structure is dominated at the lower and middle levels by blacks. In addition, it may be a result of the affirmative action policies that are aimed at increasing the visibility of blacks in middle and senior level managerial positions

5.2.1.6 Length of service of respondents in their present job (years)

Length of service in one's present job was an important variable for consideration for this study because of a number of factors. Firstly, long service in a position comes with experience. In addition, it ensures continuity and stability. All these factors together can increase employees' morale and job satisfaction and subsequently, improve employees' retention. On the basis of the above, respondents were asked to indicate the number of years that each one of them had spent in his or her present job. Results show that most of the respondents are of fairly long standing experience (≥ 5 years) with 28.6% having served five to ten years and 38.1% having served more than ten years in their current positions. About one third, 33.3%, had served below five years.

5.2.1.7 Age group of the respondents

In regard to the age groups of the respondents, most of them were between 30-50 years old.

- 21-30 years: 13.04%
- 30-40 years: 30.34%
- 41-50 years: 34.78%
- 50-60 years: 17.39%
- 60 and above: 4.34%

These results tend to show that the majority of the respondents are within their middle ages and many in their forties and fifties.

5.2.1.8 Qualification level of respondents

Requisite academic qualifications were met since the majority of respondents, more than 80%, had attained first degree level. However, since the study did not inquire about the type of qualification that each respondent had, there is likelihood that requisite qualifications that were met may not necessarily be those that are suitable for positions which are held by the respondents. This assertion may be confirmed by the LGSETA Report (2007) which revealed that 30% of municipal managers had qualifications different from those related to finance, legal, public administration, planning and development, while 28% of the chief financial officers (CFOs) did not hold financial qualifications and 35% technical managers were without engineering qualifications.

5.2.1.9 Permanency of the job

The study revealed that respondents were generally job secure with more than three quarters (81.8%) being employed on permanent terms. Only 18.2% of the respondents were not employed on permanent terms. The results seemingly explain the reasons why the majority of the respondents were found to have stayed longer in their present positions.

5.3   CONTEXTUAL VARIABLES

Contextual variables are those that relate to the research question. The researcher used the descriptive approach to present and then analyse results for these variables. The presentation of results, the analysis, and the interpretation follow the sequence of the questionnaire, where items are grouped on a scale. Each item is presented, analysed and interpreted separately, although in some cases, an integrated interpretation of some items may be done.

5.3.1   Critical skills for municipal organisations' survival

Respondents were asked to rate how critical some selected skills are to their organisational survival. The selected skills are those that are normally considered by current literature as being vital to any organisation's survival. The identified skills to choose from were: the engineering, leadership and management skills at the executive level, management and supervisory skills at lower management, economic, or financial skills, artisan and cross-cutting skills.

As illustrated in table 5.2, most respondents agreed that engineering/technical; top leadership and management at executive level, as well as economic/financial, were the most critical skills to their institution's survival. Over three quarters of the respondents rated these skills from highly critical to very critical. As seen in the table, the top leadership and management at executive level skills were rated 78.16% by the respondents; the engineering skills, 82.61%, and the economic/financial skills 82.60%, from highly critical to very critical. The management and supervisory skills at lower level and the cross-cutting skills were each rated from highly critical to very critical at 60.87% and the artisan skills were averagely rated at 52.17%. Generally, more than two thirds of the respondents perceived all the skills as being critical to their organisations.

Table 5.3   Skills that are critical to municipal organisations' survival

Critical skills	Not critical (%)	Averagely critical (%)	Critical (%)	Highly critical (%)	Very critical (%)
Engineering / technical skills	4.35	4.35	8.70	26.09	56.52
Leadership and management skills at senior and executive level		8.70	13.04	30.43	47.83
Economic/Financial skills		4.5	12.04	30.43	52.17
Management and supervisory skills at lower management level		8.70	30.43	21.74	39.13
Artisan level skills		30.43	17.39	21.74	30.43
Cross-cutting skills e.g. change management		13.04	26.09	26.09	34.78

5.3.2   Assessment of skills gaps in municipal organisations

Asked whether their organisations experienced skills gaps, 95.5% of the respondents said they were, while only 4.5% disagreed these findings tend to indicate that respondents were unanimous

in their agreement that authorities experience skills gaps in nearly every section of their operations.

Table 5.4:   Existence of skills gaps in municipalities

Valid		Frequency	Per cent	Valid Per cent	Cumulative Per cent
	Yes	21	91.3	95.5	95.5
	No	1	4.3	4.5	100.0
	Total	22	95.7	100.0	
	Missing System	1	4.3		
Total		23	100.0		

5.3.3   Extent of the skills gap experienced in municipalities

High to very high gaps were noted among those skills that had been rated by most respondents as being highly critical to very critical to the institutions' survival (Table 5.4). These included the engineering/technical skills which were rated as lacking to a great degree by almost half (45.45%) of the respondents. Almost a third (31.82%) rated both leadership and management skills at senior and executive level and the economic/finance skills under 'very high gap'. In tandem, skills rated as increasingly critical to the survival of local authorities are noted to have mainly average to high skills gaps.

Table: 5.5   Skills gaps experienced by municipal organisations

	Very low (%)	Low (%)	Average (%)	There is a gap (%)	High gap (%)	Very high gap (%)
Engineering / technical skills	9.09	9.09	9.09	9.09	18.18	45.45
Leadership and management skills at senior and executive level	4.55	9.10	9.09	18.18	27.27	31.82
Economic/Financial skills	4.55	4.55	13.64	18.18	13.62	31.82
Management and supervisory skills at lower management level		4.55	22.73	31.87	36.36	4.55
Artisan level skills	4.55	18.18	36.36	9.09		31.82
Cross-cutting skills e.g. change management		9.09	27.27	22.73	18.18	22.73

5.3.4   Staff turnover challenges

As indicated in table 5.5, most respondents, almost two thirds (63.6%), reported turnover challenges within their organisations. Only 36.4% indicate that there are no turnover problems in their organisations.

Table 5.6   Staff turnover in municipalities

Valid		Frequency	Per cent	Valid Per cent	Cumulative Per cent
	Yes	14	60.9	63.6	63.6
	No	8	34.8	36.4	100.0
	Total	22	95.7	100.0	
Missing	System	1	4.3		
Total		23	100.0		

5.3.5   How critical is the turnover problem in municipalities?

In figure 5.4, a significant number of respondents (60%) categorised the turnover problem in their organisations from not very critical to a little critical. The rest of the respondents (40%) put it from averagely critical to very critical. One would expect turnover in municipal organisations to be very critical, but this is contradicted by the findings. Findings from the interviews will probably shed more light on this aspect.

Figure 5.4:   Level of turnover challenges in municipal organisations

5.3.6 Causes of turnover problem in municipal organisations

This variable was investigated using an open ended question in the research questionnaire,   and was further explored in the interviews. Results from the questionnaire indicated the following factors as being most responsible for turnover problems in municipalities:

- Poor working conditions, salaries and benefits
- Competent staff not willing to work under incompetent leadership that fail to implement their organisational objectives
- Lack of career opportunities
- Unclear job descriptions, lines of authority and non-provisioning of tools of trade
- Poaching by and migration to other organisations, both private and public sector
- Political influence from within and outside
- Salary differences between municipalities make richer municipalities poach the poor ones
- Debt problems affecting the employees
- Movement based on geographical factors - relocation

Table 5.7: Engagement of municipal organisations in Talent Management activities

My organisation is engaged in TM activities					
		Frequency	Per cent	Valid Per cent	Cumulative Per cent
Valid	Yes	12	52.2	52.2	52.2
	No	11	47.8	47.8	100.0
	Total	23	100.0	100.0	

5.3.7 Participation of municipalities in TM activities

The researcher wanted to find out perceptions on whether municipal organisations are engaged in TM activities as part of their retention practices. Results on this variable were not conclusive. As

133

illustrated in table 5.6, about one half (52.2%) of the respondents reported that their organisations are engaged in these activities. An almost equal number (47.8%) indicated that their organisations are not engaged in TM activities. The fact that more than 50% of the respondents indicated that their organisations are engaged in talent management activities may not necessarily mean effective management of talent. Previous studies have indicated similar results but with ineffective application of talent programmes. For instance, a UK survey, found that 51% of HR professionals surveyed undertook talent management activities, but only 20% of them operated within a formal definition of talent (Chartered Institute of People Development 2008)

5.3.8 Extent of municipal organisational expenditure on different talent segments

Findings relating to this variable were intended to help explain the talent segmentation strategies that municipalities employ. Results on this variable indicated an exclusive approach to talent segmentation, where most resources are spent on those in critical and top leadership positions. For instance, more than two-thirds of the respondents (68.82%) indicated that they spent resources extensively to very extensively on those in critical positions, while over half (57.51%) of the respondents spent most resources from extensively to very extensively on top leadership positions. Results reveal that a significant number of respondents (65%) indicated that they spend minimal resources on the higher performers and equally so, on employees with leadership potential. A significant number of the respondents (75%) rated expenditure on the entire work force from not at all to a little. This is an indication that their organisational strategies do not favour an inclusive segmentation approach, which normally gives equal treatment to all employees.

Table 5.8: **Resources expenditure on the various talent segments in municipal organisations**

TALENT SEGMENTS	Not at all (%)	Very little (%)	A little (%)	Extensively (%)	Very extensively %)	Completely %
Top level leadership	5.8		11.76	22.22	35.29	
Employees with leadership potential at middle level		11.11	38.89	22.22	11.11	5.56
High performers at all levels	20	15	30	20	10	
Professional /technical experts	15	10	20	30	25	
Those in critical positions	5.88	5.88	17.65	35.29	23.53	11.76
Those with leadership potential at entry level	5	40	25	25	5	
The entire workforce	15	20	40	25		

5.3.9 TM activities as part of a talent strategy that is integrated and aligned to organisational goals and needs

Table 5.8 shows the responses from respondents on the variable which required them to indicate whether their municipalities employ talent management practices that are part of a talent strategy which is aligned to their organisational goals and needs. From the responses that were received, an equal number (28.57%) responded positively to the question or were unsure. Less than 10% (9.52%) responded negatively, while a slight majority of a third (33.33%) indicated that such a strategy was not in place yet. However, their organisations were in the process of developing one. With a sizeable number of respondents indicating that they do not have such talent strategies

in place as yet, these results could mean that that municipal organisations talent practices are still segmented and uncoordinated.

Table 5.9: Where TM activities are integrated and aligned to organisational goals and needs as part of talent strategy.

Valid		Frequency	Per cent	Valid %	Cumulative%
	Yes	6	26.1	28.6	28.6
	No	2	8.7	9.5	38.1
	Total	6	26.1	28.6	66.7
	Not yet but the organisation is trying to develop one	7	30.4	33.3	100.0
	Total	21	91.3	100.0	
Missing system		2	8.7		
Total		23	23	100.0	

5.3.10 Organisational talent strategy

Respondents were asked to indicate by agreeing, or not agreeing, that their organisational strategies employed some of the selected TM activities or practices as indicated in table 5.9. These activities have been identified as some of the commonly used talent practices, or activities that tend to be central to organisations' talent strategies.

Table 5.10: Talent practices that are central to or drive organisational TM strategies

	Strongly disagree (%)	Disagree (%)	Neither agree nor disagree (%)	Agree (%)	Strongly Agree (%)
My organisation clearly defines talent and talent management		38.46	38.46	23.09	
Evaluates the current talent base	23.08	23.08	23.08	23.08	7.69
Assesses future talent needs in relation to our business strategy	21.43	14.29	28.57	35.71	
It integrates talent management processes more directly into business strategy and operations	21.34	35.71	14.29	21.43	7.14
The organisation's talent strategy operations uses brand strategies, such as, compelling employee value propositions to attract and retain the best talent	28.57	50	7.17	7.14	7.14
Creates more consistency in how	14.29	50	14.29	14.29	7.14

137

talent is identified, developed and moved throughout the organisation					
Instils a mind-set in which talent management is a continuous process	14.29	28.57	42.86	7.14	7.14
It has stipulated processes in place to ensure compliance with government regulations, procedures, policies and laws, governing acquisition and retention of talent	14.29	7.14	28.57	35.71	14.21
Consistently use analytics to monitor the need for, supply and retention of talent		28.57	14.29	57.14	
Data collected for one purpose (e.g. performance management is re-used to inform another, e.g. compensation)	7.69	46.15	30.77	15.38	
Gives managers, including line managers, greater ownership and accountability for building of the talent pipeline	14.29	57.14	7.14	21.43	
It has well formulated practices to deal with generational, ethnic and geographical diversities	14.29	42.86	37.71	7.14	
Clearly defines corporate and field					

HR roles for designing and delivering talent solutions	21.43	50	14.29	14.29	
Talent management is clearly supported by top level management	14.29	28.57	35.71	14.29	7.14

Based on the selected practices indicated in table 5.9, results show partial application or non-application of most of these talent practices.

More than two-thirds of the responding municipalities believed that their talent strategies do not apply, or partially apply the following practices in their strategies:

▪ Defining corporate and field HR roles for designing and delivering talent solutions
▪ Having a consistent policy on how talent is identified, developed and moved throughout the organisation
▪ Support by top level management for talent initiatives

On whether municipal organisations, clearly define talent and talent management, the same percentage (38.46%), just over a third, responded negatively or were undecided. Almost a third (23.09%) believed that their organisations clearly define talent and TM. The reasons so many were undecided are not clear. It may have been due to the fact that their organisations have not put into place talent management policies, or TM is not considered a priority.

When respondents were asked whether their organisations evaluate their current talent base, almost half (46.16%) did not agree, while 30.77% agreed and almost a quarter (23.08%) was undecided, or unsure. Due to a sizeable number of respondents who disagreed, plus those who were undecided, one could easily conclude that this may be a result of poor communication regarding talent issues, or a matter of not being aware about talent management as a whole.

When respondents were asked whether their organisations assess future talent needs in relation to their business strategy, findings were inconclusive. Almost equal percentages either agreed or disagreed – over a third each; and almost a third was undecided. On the question of whether the

organisation's talent strategies use brand strategies, such as attractive employee value propositions to attract and retain the best talent, more than three quarters (78.57%) of the respondents, indicated that their organisations did not. Only 14.78% were positive. These results clearly indicate that most municipalities do not have formalised programmes to promote their organisational brands.

When respondents were asked whether their organisations instil a mind-set in which talent management is a continuous process, an equal number (42.86%) disagreed or were undecided, while a smaller percentage of 14.28% agreed. These results seem not to be conclusive; there are no formal practices to deal with TM issues on a daily basis in the organisations.

5.3.11 Does your organisation have a formalised approach to employee engagement?

Markos and Sridevi (2010, p. 89) assert that engaged employees can articulate their competitive advantage accurately and passionately, care about their customers and communicate with colleagues even in informal settings. This assertion formed the basis for the researcher's inclusion of this variable as part of the talent management practices that needed to be investigated in relation to municipal organisations' talent management practices. Respondents were then requested to indicate by agreeing or disagreeing on whether their organisations had put in place formalised approaches to employee engagement (see table 5.10).

Table: 5.11:   Organisations with a formalised approach to employee engagement

Valid		Frequency	Per cent	Valid Per cent	Cumulative Per cent
	Yes	13	56.5	59.1	59.1
	No	9	39.1	40.9	100.0
	Total	22	95.7	100.0	
Missing	System	1	4.3		
Total		23	100.0		

Results for this variable indicated that the majority of respondents (59.1%) implemented a formalised approach to employee engagement, while 40.9% did not agree. While the majority of the respondents believed that their organisations had formalised their engagement policy, the reasonably large number of those who did not may indicate that the impact of these engagement practices is either not yet felt by most employees, the policy is not well communicated to all the employees, or not much awareness is made to make employee understand the definition and implications of the term employee engagement.

Table 5.12: Engagement drivers

	Not at all (%)	Very little (%)	A little (%)	Extensively (%)	Very Extensively (%)
Fair and equitable rewards	10	10	55	15	10
Job security and stability		20	25	15	40
Culture, value and integrity		30	30	25	15
Employee recognition	25	10	45	20	5
Work/life balance	10	15	25	45	5
Adequate opportunity for growth and career development	20	15	20	20	25
Health, safety and wellness programs		15	20	15	50
Interesting and challenging job	5	45	15	20	20
Good boss		30	40	25	5
Open door communication		35	30	20	25

Respondents were asked to indicate to what extent they believe their organisations use some selected engagement drivers in their organisational talent strategies to drive their engagement policy (see table 5.11). With the exception of security and stability, work life balance and health,

safety and wellness programmes, which were rated very extensively by 50% and above, all the remaining engagement drivers, were rated by most respondents from not at all to a little.

Municipalities seem to do well in regard to work life balance and health, safety and wellness programmes, and these findings seem to agree with earlier study findings on municipalities, where for instance, recreational facilities, alternative hours of work, leave time, flexible work arrangement, location of work and personal and work-life balance were found to be part of municipal practices (Munsamy & Venter 2009, pp. 192-193). SALGA study (2010, p. 56) also indicates that health and safety plans have been adopted in 50% of those municipalities that participated in their study.

Most respondents (80%) rated the use of employee recognition from not at all to a little; fair and equitable rewards, 75%; good boss, 70%; and challenging and interesting, 65%. Adequate opportunity for growth and career development and open door communication were rated as being part of municipal engagement strategy by 70% and 65% respectively from very little to a little. These results show a limited engagement approach to employees in most of the responding organisations.

5.3.12 Identification and acquisition of talent

Because talent is not always readily available, and sometimes not easily identifiable or easy to attract, organisations need to have formal identification and attraction strategies in place. It is against this background that respondents were requested to indicate their current talent identification and attraction practices as compared to some common practices that are found in current literature. These are indicated in table 5.12.

Table 5.13: Identification and talent acquisition practices in municipalities

	Strongly disagree (%)	Disagree (%)	Neither agree nor disagree (%)	Agree (%)	Strongly Agree (%)
My organisation uses succession management to address current and future organisational talent needs	30.4	21.7	21.7	26.1	
Develop competence profiles for all employees	17.4	4.3	30.4	26.1	21.7
Use skills audits to determine individual skill capacity		4.3	17.4	69.6	8.7
Develops and implement human resource plans (HRPs)		22.7	45.5	27.3	4.5
Assess current and future needs in relation to our talent segments	13.6	18.2	27.3	36.6	4.5
Developed a formalised graduate recruitment scheme for talented employees	13.6	9.1	36.4	22.7	18.2
Interview job applicants using competency-based techniques	9.1	13.6	9.1	50	18.2
Make adequate competence and experience a prerequisite for senior and critical posts	13		26.1	43.5	17.4
Keep written records of our recruitment and selection processes		13.6	4.5	45.5	36.4
Gather data on high potentials	4.5	13.6	45.5	31.8	4.5
Uses an internal job posting process and	9.1	31.8	18.2	18.2	22.7

policy that facilitates growth and movement within the organisation					
Provides incentives for employees to refer candidates	27.3	54.5	18.2		
Develops and implements employer value propositions	9.1	27.3	45.5	9.9	9.1
Adequately implemented the employment equity plans	9.1	4.5	50	27.3	9.1

The variable relating to providing incentives for employees to refer candidates had 81.1% of the respondents disagreeing with it. Just over 50% of the respondents did not agree that their organisations used succession management to address current and future organisational talent needs. These results would seem to indicate a luke warm approach of municipal HR managers to succession management and planning, or a situation where many municipalities either do not use succession management as part of their talent identification and recruitment policies, or succession management is not considered a priority. Findings from SALGA (2010, p. 52) seem to corroborate the above findings. For instance, out of the 21 municipalities that had participated in the SALGA study, only 2 (9.52%) of these municipalities had adopted succession plans.

More than three quarters of the respondents (81.9%) believed that keeping written records of recruitment and selection processes was part of their talent acquisition and identification practices. Skills audit was cited by 78.2% of the respondents as being one of their identification and acquisition strategies. Interviewing job applicants using competency-based techniques was cited by more than two thirds (68.2%) of the respondents as being part of their talent identification and acquisition practices, while almost two thirds (61.9%) of the respondents cite adequate competence and experience as a prerequisite for senior and critical posts. Less than half of the respondents cited talent identification and acquisition being as being part of talent practices. These identification and talent practices are: developing competence profiles for all employees which was cited by 47.8% of the respondents, using an internal job posting process

and policy that facilitates growth and movement within the organisation which was cited by 40.9%. Roughly 40% believed that assessing current and future needs in relation to organisational talent segments and developing a formalised graduate recruitment scheme for talented employees were part of their identification and acquisition practices.

Variables like adequately implement employment equity plans, and gather data on high potentials were inconclusive as these variables had high numbers of undecided respondents between 45% - 50%. The rich data of the semi-structured interviews were included in order to give a clearer picture.

Results on developing and implementing employer value propositions in municipal organisations were also inconclusive due to the large number of the respondents who were undecided or unsure (45.5%). A probable explanation for these results would seem to indicate inadequate understanding of what may be entailed in 'employer value preposition' as a term by many of the respondents, or it may be a factor of the management not prioritising this practice.

5.3.13. Frequency of using metrics to measure the success of talent programmes in municipalities

Table 5.14: How often municipalities use selected metrics to measure success of talent programmes

	Never (%)	Rarely (%)	Sometimes (%)	Often (%)	Very often (%)
Vacancies as a percentage of posts	9.5	4.8	52.4	28.6	4.8
Time taken to fill outstanding posts	9.5		57.1	23.8	9.5
Turnover of all employees	13.04	34.78	21.74	21.74	8.7
Cost of acquisition versus cost of development	13	34.8	21.7	21.7	8.7
Assessment of the values of key employees	34.8	30.4	21.7	13	
Impact of the departure of key employees to business	39.1	26.1	30.4	4.3	
Employee engagement	17.4	17.4	47.8	17.4	
Employee loyalty and job satisfaction	13	17,4	52.2	13	4.3
Exit interview data		7.7	46.2	38.5	7.7

Nine talent metrics that are normally used by organisations to measure the effectiveness of talent management programmes were purposely selected by the researcher to find out whether responding municipalities use these metrics, and how often these metrics are used to evaluate the

147

success and quality of their talent programmes. With the exception of exit interviews, almost all the talent metrics were rarely applied by the responding organisations (see table 5.13).

Table 5.15   How often Human Resource Management Information System (HRIS) is used to support talent management processes and activities in municipal organisations

Valid		Frequency	Per cent	Valid Per cent	Cumulative Per cent
	Yes	15	65.2	71.4	71.4
	No	6	26.1	28.6	100.0
	Total	21	91.3	100.0	
Missing	System	2	8.7	100.0	
Total		23	100.0		

5.3.14 Use of human resource management information system (HRIS)

According to Kumar and Parumasur (2013, p. 864), a HRIS has a positive spill over effect to almost all HR functions. Hence every organisation has to ensure the effective management and utilisation of the HRISs for quality decision making. Accordingly, this variable was investigated in order to assess the status of the HRISs in municipal organisations.

An overwhelming majority (71.4%) believed that their organisations HRIS is used to support

talent management processes and activities in their organisations. Only 28.6% disagreed (Table 5.14). These results could not however indicate what type of HRISs, are used or how such systems are managed, or implemented. More conclusive answers could be obtained from the interviews. Other variables were used to further explore the status of the HRISs in municipal organisations (Table 5.15) and these are reported in the following section.

5.3.15 How far would you agree, or disagree with the following statements about your organisation's Human Resource Information System (HRIS)?

Table: 5.16: Status of Human Resource Information Systems in municipal organisations

	Strongly disagree %	disagree %	Neither agree nor disagree %	Agree %	Strongly Agree(% %
It is completely an HR system	15	25	20	40	
It is not an HR system but it is customised to meet some HR functions	15	30	5	40	10
The system is fully Computerised	10	5	15	35	35
Partially computerised but my organisation is in the process of computerising it fully.	46.7	20	27.7		6.7
Re-aligned to internal processes and other systems	5	25	40	30	
The system is currently out sourced but is staffed by the organisational employees	45	5	15	30	5
The system is currently out sourced and is staffed by consultants	80	20			

Eight sub-variables were used by the researcher to evaluate the status of the HRISs in the responding municipalities. Results show that 50% the respondents believed that their HRISs were not HR but customised to meet HR needs and 40% believed that theirs were completely HR

systems. A significant number of the respondents believed that their HRISs were computerised, 15% disagreed while another 15% was either unsure or undecided. The results on whether the HRISs are realigned to internal processes and other systems were not conclusive as a sizeable percentage, 40%, was undecided. All respondents however, agreed that their HRISs were neither, outsourced, or manned by outside consultants.

The researcher viewed some of these results sceptically, especially because, other past studies tended to indicate that most HRISs in municipalities were not complete HR systems. For instance, the SALGA study (2010, p.46) found that among the 21 municipalities that had been investigated in their study, none of them had introduced a full HRIS, even as a stand-alone system, and they were not integrating other municipal functions. In addition, results on whether municipalities information systems were computerised also, contradicted earlier findings. While findings from this study showed 70% of the respondents believing that their HRIS were fully computerised, earlier findings indicate that most municipalities are still using manual systems (SALGA, 2010, p. 59).

5.3.16 Extent to which human resource information system (HRIS) covers all HR activities
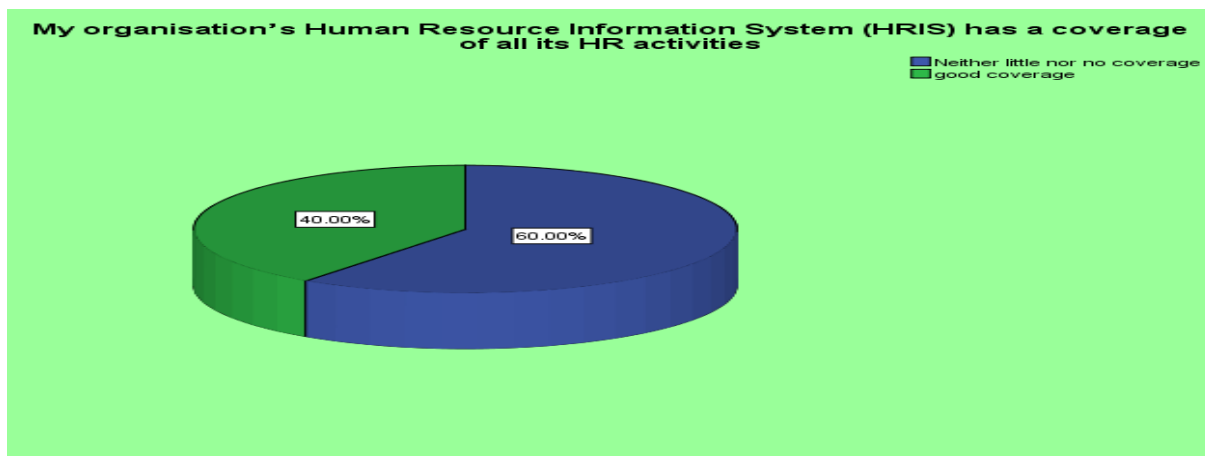
Figure 5.5: HRIS coverage of HR activities in the organisation

The majority of the respondents (60%) indicated that their HRISs had little or no coverage of their organisational HR activities. Only 40% of them were of the view that their HRISs cover all their organisational HR activities.

5.3.17 Effectiveness of municipal organisation's human resource information system (HRIS) in terms of achieving the intended goals

Asked whether their organisations human resources information systems were effective in achieving their intended HR goals, almost the same number of the respondents was positive, or unsure. Almost half, 47.06% were unsure. Over ten per cent (11.76 %) of the respondents were of the view that their HRISs were not effective in achieving their HR goals. The above assertion is seemingly supported by SALGA (2010, p. 59) whereby it is indicated that the available systems in municipalities are financial systems, and that some have been customised to include HR transactional elements.
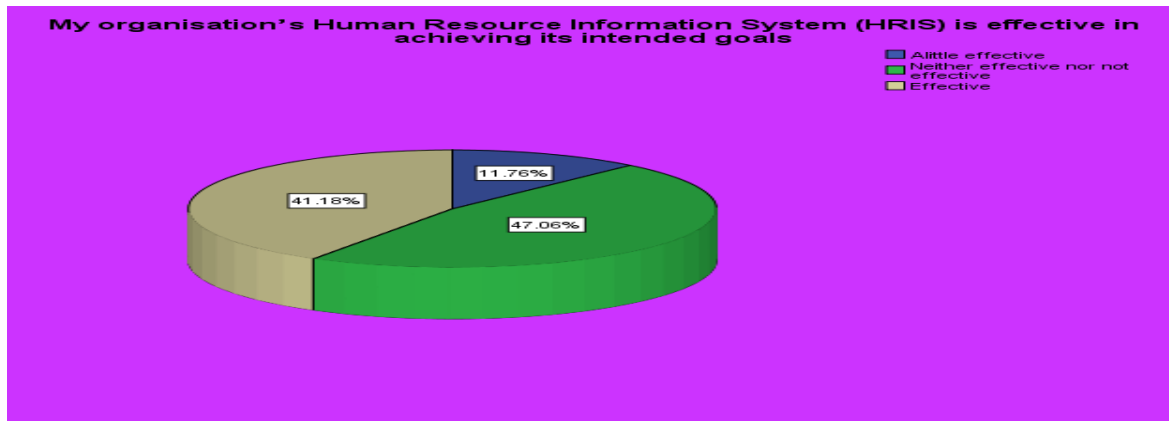
Figure 5.6: Effectiveness of HRISs in municipal organisations

5.3.18 Using total reward strategy to attract and retain talent

Table 5.17: Extent to which municipalities have adopted total reward strategies

Valid		Frequency	Per cent	Valid Per cent	Cumulative Per cent
	Yes	5	21.7	23.8	23.8
	No	16	69.6	76.2	100.0
	Total	21	91.3	100.0	

151

Missing	System	2	8.7		
Total		23	23		

In their findings, Munsamy and Venter (2009, p. 192) found that both direct and indirect financial rewards were important retention factors. Accordingly, this variable was intended to assess the status of municipalities' performance compensation strategies in relation to the current practice of "total reward strategy". Respondents were therefore asked to indicate by agreeing or disagreeing whether their organisations use total reward strategy as part of their compensation strategy and policy.

A significant number of the respondents (76.2%) indicated that their organisations did not use this strategy, while only 23.2% believed that their organisations did so (Table 5.19). The results show that municipal compensational strategies seem not to have been leveraged and balanced yet to accommodate motivation and retention elements such as performance and recognition, monetary compensation and benefits, work life balance and opportunities for growth and development. The researcher uses other variables in the section below to further assess the compensational strategies currently used by municipalities and how they may be linked to a total rewards approach.

Table 5.18: Extent to which municipalities use selected practices as part of total reward strategy

	Strongly disagree (%)	Disagree (%)	Neither agree nor disagree (%)	Agree (%)	Strongly Agree (%)
Components of my organisation's total rewards strategy include monetary compensation, benefits, and development opportunities	14.3	21.4	28.6	35.7	
Our reward strategy provides meaningful pay differentiation to high performers or high potentials through both base and variable pay	28.8	28.6	35.7	7.1	
Ensure that pay and recognition are proportional to employees' performance	28.6	42.9	14.3	14.3	
The pay system is designed to promote justice and fairness among the diverse groups of employees	14.3	42.9	7.1	28.6	7.1
The reward strategy is compliant to the legal prescripts and to corporate the governance of South African municipalities	18.2		27.3	36.4	18.2

5.3.19 Assessing municipal organisational Total Reward Strategy using some selected good reward practices

Five selected practices were used to evaluate municipal compensation and reward strategies. The researcher's intention was to find out whether current municipal compensation and reward practices conform to the "Total Reward Strategy" that many organisations are currently adopting

as being the best and most effective compensational strategy in the motivation and retention of talent.

On whether components of their organisation's rewards strategy included monetary compensation, fringe benefits, and development opportunities, results were inconclusive due to the fact that those respondents who believed that their strategies did so (35.7%) were exactly the same number as those that believed their organisational reward strategy did not. However, this point was made clearer in another variable. That question asked respondents to indicate whether their rewards strategy provided meaningful pay differentiation to high performers or high potentials through both base and variable pay. Results for this variable were conclusive, as more than half (56.4%) disagreed with the statement and fewer than 10%, agreed. Over a third 35.7% were undecided.

On whether, their reward strategies ensured that pay and recognition were proportional to employees' performance, a significant number of respondents (71.5%) disagreed with this statement. This is a clear indication that municipal reward strategies of the participating municipalities do not match rewards and compensation with performance and recognition of employees. Respondents were further asked to indicate whether they agree with the statement that their organisational pay system is designed to promote justice and fairness among the diverse groups of employees. Results show that more than two-thirds (67.2%) of the respondents do not agree with this statement. Just over a third agrees 35.7%; while some were undecided or unsure. These results clearly show that reward strategies of the responding municipalities are not perceived to promote justice and fairness through prioritising issues such as gender, age, ethnicity etc. in their remuneration strategies.

These results confirmed earlier findings from literature. For instance, the SALGA study (2010) indicates that there are salary differences between municipal managers and managers directly accountable to the municipal managers, within the same classification of municipalities, or where some municipalities within the B2 category pay higher salaries than certain municipalities within the B1 category. These variations in the salary scales of employees especially in similar size municipalities, as noted by the National Treasury Budget Review, are hard to justify (COGTA 2009, p. 68).

154

On whether their reward strategies were compliant to the legal prescripts and to the corporate governance of South African municipalities, more than half (54.6%) of the respondents, agreed that their reward strategies were compliant. Only 18.2% disagreed, while 27.3% were undecided. It would seem that this level of compliance is probably a result of other stakeholders' intervention, such as the government and municipal councils. However, the fact that just over 50% agreed, is a testimony that even compliance still falls far short of the ideal position that is required from municipalities to comply with the legal prescripts and corporate governance.

5.3.2   Implementation of formal performance management system (PMS) in municipal organisations

Municipal Planning and Performance Management Regulations, 2001, Section 7(2), requires that municipalities develop performance management systems and ensure that these systems comply with all the requirements set out in the Municipal Systems Act 32 of 2000. Consequently, this variable was intended to find out whether municipalities have, or are implementing these PMSs. Figure 5.7 below indicates to what extent respondents believe that their organisations have, or are implementing the PMSs.
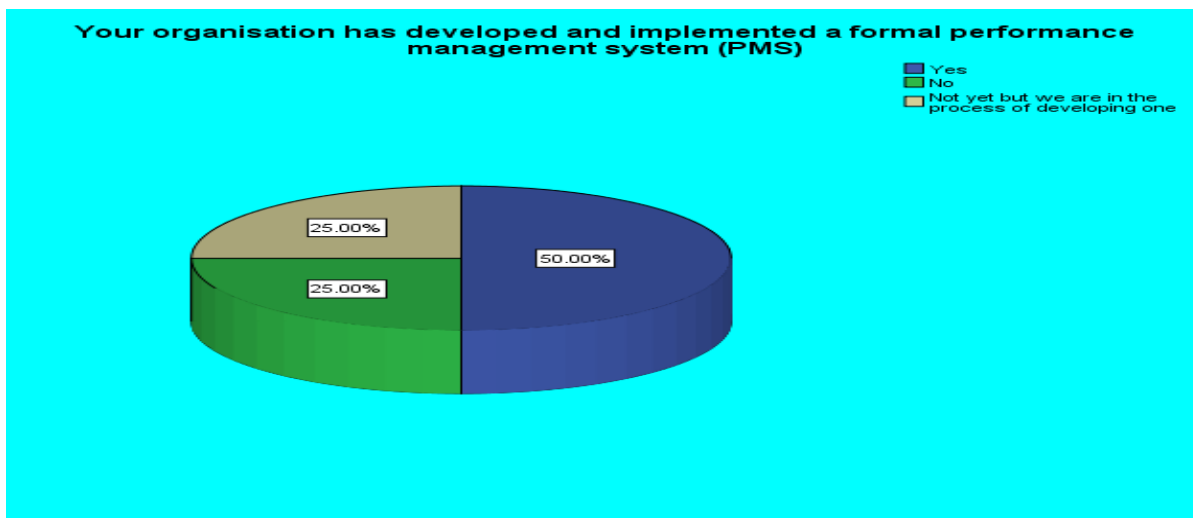
Figure 5.7: Respondents who believe that PMSs have been implemented in their organisations

155

Asked whether their organisations develop and implement a formal performance management system, 50% of the respondents said 'yes', while 25% did not agree that a formal performance management system had already been implemented in their organisations. Over a third, 35% of the respondents, on the other hand, indicated that they were in the process of developing and implementing it. The fact that 50% had developed and implemented PMS may not necessarily imply effective performance management systems. Many municipal organisations may be implementing PMSs as part of their HR policies, probably, because they are trying to be compliant with the requirements from the government.

5.3.21 Assessing municipal organisation's performance management system (PMS), using some selected characteristics of a good PMS

Section 7(2) of the Municipal Planning and Performance Management Regulations (2001) also requires that municipalities demonstrate how they are to operate and manage their PMSs from the planning stage up to the stages of performance review and reporting. Accordingly, in table 5.18, municipal PMSs are further evaluated to assess the current performance management practices that are currently used in municipalities.

Table 5.19: Characteristics of PMSs in municipalities

	Strongly disagree (%)	Disagree (%)	Neither agree nor disagree (%)	Agree (%)	Strongly Agree (%)
My organisation's performance management system has clear set of goals		11.1	27.8	44.4	16.7
Employees are regularly evaluated	6.3	31.3	31.3	18.8	12.5
Feedback is given on time	13.3	33.3	26.7	26.7	
The performance management system is	62.5	25	6.3	6.3	

156

cascaded to all levels of employees					
Performance evaluation process is transparent and fair	12.5	18.8	25	37.5	6.3
It is based on realistic measures	12.5	12.5	12.54	43.8	18
It is reviewed and updated regularly	25	18.8		37.5	18.5
Data collected for one purpose (e.g. training and development is re-used to inform another, e.g. compensation)	37.5	12.5	12.5	18.8	18.8
Key performance requirements are linked to individual employee growth and development	18.8	12.5	25	37.5	6.3
The PMS is in line with the priority indicators and targets as contained in the IDPs	6.3		37.5	43.8	12.5
Uses performance measuring systems, such as balance score card to evaluate individual performance	6.3	31.3		56.3	6.3
It ensures complete compliance to all municipal policies, procedures and policies and regulations related to performance management in the local sector	12.5		25	50	12.5

Respondents were asked to rate their organisational performance management system according to some selected talent management practices. First, when they were asked to indicate whether they agreed or disagreed on whether their organisations' performance management systems had clear set of goals, 61% of the respondents agreed, 11.1% disagreed while 27% were undecided. The researcher is of the view that this high level of agreement for this variable may be a result of the compliance requirements; for instance, Section 43 of the Municipal Systems Act 32 of 2000 authorises the Minister to prescribe general KPIs that every municipality must report on.

On whether their performance management systems regularly evaluated employees, over a third (37.6%) disagreed, almost a third (31.3%) agreed and the same number (31.3%) was undecided. Respondents were further asked to indicate whether their PMSs provided feedback to their employees on time. Nearly half (46.6%) disagreed; over a quarter (26.7%) agreed or were undecided.

When asked whether, their PMSs were cascaded to all levels of employees, a very high percentage of the respondents, 87.5%, indicated that, this was not so. Only 6.3% agreed or were undecided. These results are not surprising, since much of the previous and current literature clearly indicates that performance management in municipalities is still concentrating on managers employed under section 57, or fixed contract employees (SALGA 2010, p. 54).

When respondents were requested to indicate their level of agreement about whether, the performance evaluation processes of their PMSs were transparent and fair, fewer than half (43.8%) of the respondents indicated that this was so, while, 31.3% disagreed and 25% were undecided or not sure. On whether performance management processes in their organisations were based on realistic measures, nearly two-thirds of the respondents, 61.8% said that they agreed, 25% do not agree and 12.54% were undecided, or not sure. Just over half (56.3%) indicated that their PMSs were reviewed and updated regularly. Just under half of the respondents disagreed (43.8%).

Asked whether data collected for one purpose (e.g. training and development was re-used to inform another, e.g. compensation), half of the respondents (50%) indicated that they did not believe this is so. Only 37% agreed and 12.5% were unsure or undecided. These findings tend to replicate earlier findings for instance, Government Budgets and Expenditure Review (2011, p. 120), observed that PMSs are not fully linked to other performance management aspects.

On whether performance requirements were linked to individual employee growth and development, less than half (43.8%) agreed, while 31.3% did not and 25% were undecided or unsure. In regard to the PMSs being aligned with priority indicators and targets as contained in the IDPs, nearly two-thirds 65.5 of the respondents believed their organisations are, while 35.5% were unsure or undecided.

Most of the responding municipalities (62.6%) indicated that their PMSs use the balance score card as the performance measuring systems. The measuring system commonly found to be used in municipalities is the use of municipal score cards. In terms of their PMSs being compliant with all municipal policies, a significant majority (62.5%) agreed, while 25% disagreed and 12.5% were undecided. These results are in contrast to previous findings, which pointed to frequent cases of performance management systems not established or complied with, and many municipal managers with non-signed performance contracts (COGTA 2009, p. 30).
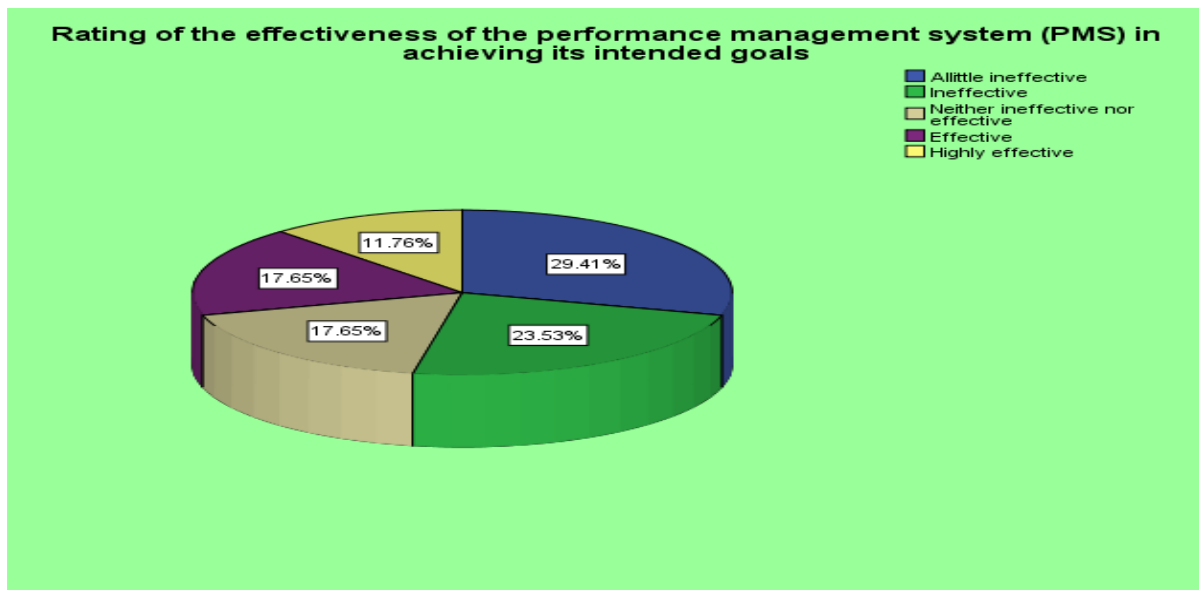
Figure 5.8: Effectiveness of PMSs in achieving the intended goals

5.3.22 Assessing municipal organisations' (PMS) in achieving the intended goals

Respondents were asked to rate their PMSs from a little ineffective to highly effective. More than half (52.94%) of the respondents rated their PMSs from a little ineffective to ineffective, while just over a third (35%) rated it from effective to highly effective and 11.76% were undecided. Overall interpretation of these results seems to indicate poor and ineffective PMSs in many municipalities.

5.3.23 Evaluating municipal organisations' training and development practices in relation to some selected training and development practices

First, respondents were asked to indicate the extent to which their organisations' training and development practices were aligned to the ideals of the national capacity building framework for the local government, (NCBF). While fewer than half (45%) of the respondents believed that their organisational training and management practices were aligned to the ideals of the NCBF, the larger number of the respondents was undecided (50%).

Table 5.20: Training and Development practices currently used by municipal organisations

	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly Agree %
Training and development practices are aligned to ideals of the national capacity building framework for the local government, (NCBF)		5	50	40	5
Use a long-term approach which focuses on recruiting people with relevant aptitude and skills		27.3	31.8	40.9	
Develop career plans with clear career path goals for each employee	4.5	40.9	31.8	22.7	
Develop mechanisms for anticipating shortfall in specialist and technical skills	4.8	38.1	33.3	23.8	

Training and development activities are integrated and aligned to succession planning to create sustainable talent pools	22.7	31.8	22.7	22.7	
There are accelerated development programs based on clearly defined leadership and management competences	9.1	9.1	45.5	31.8	4.5
Coaching, mentorship and knowledge sharing are an on-going practices of our development strategy	4.5	22.7	50	22.7	

On whether municipal organisations use a long-term approach which focuses on recruiting people with relevant aptitude and skills, majority of the respondents agreed that their organisations do. There was however a reasonably large number of respondents (38.8%) who were undecided, or unsure and 27.3%. disagreed. Somehow these results were deemed to be inconclusive also, and the researcher sought for more answers from the research interviews.

Respondents from participating municipalities were also, asked to indicate whether their organisations develop career plans with clear career path goals for each employee. Results on this variable showed almost half the respondents (45.54%) do not agree with the statement, while 22.7% agree and almost one third (31.8%) are undecided, or are not sure. Similar observations

are also echoed by SALGA findings (SALGA 2010, p. 60) whereby municipalities' responses on current skills gaps creates an impression that the type of skills development and capacity building mechanisms adopted are not responsive to the personal development, career management and focusing on creating a pool of skilled employees.

On whether, the respondents' training and development activities are integrated and aligned to succession planning to create sustainable talent pools, most respondents (54.5%) indicated that this was not the case in their municipalities. Over a quarter (27.7%) was undecided, while nearly a quarter (22.7%) disagreed. Respondents could not give a clear indication as to whether their organisations had put in place accelerated development programmes based on clearly defined leadership and management competences for their employees. Almost half of the respondents were undecided (45.5%) and there was an insignificant difference between those that agreed (36.3%) and those that disagreed.

Results on whether respondents' organisations include coaching, mentorship and knowledge sharing as part of their on-going practices of their development strategies were also inconclusive. Half of the respondents (50%) were undecided, 22.7% agreed with the statement and a slightly larger number, 27.2%, did not agree.

Table 5.21: Obstacles or barriers to TM in municipal organisations

OBSTACLES TO TM	Response (%)
Diversity and equity issues	65.2
Lack of leadership and management capacity to handle talent management issues	73.9
Limited budgets	47.8
Skills migration and poaching by the private sector	52.2
Political interference	56.5
Nepotism	43.5
Restrictive government policies, regulations and legislations	26.0

5.3.24   Major obstacles or barriers to the effective implementation of talent management practices in municipal organisations

A significant majority of the respondents cited lack of leadership and management capacity to handle talent management issues (73.9%), and diversity and equity issues (65.2%) as the most challenging factors to the effective implementation of TM management in municipalities. Political interference and skills migration and poaching by the private sector were cited as major obstacles by more than 50% of the respondents. Limited budgets and nepotism were cited by over 40% of the respondents while, restrictive government policies, regulations and legislations were cited by 26% of the respondents.
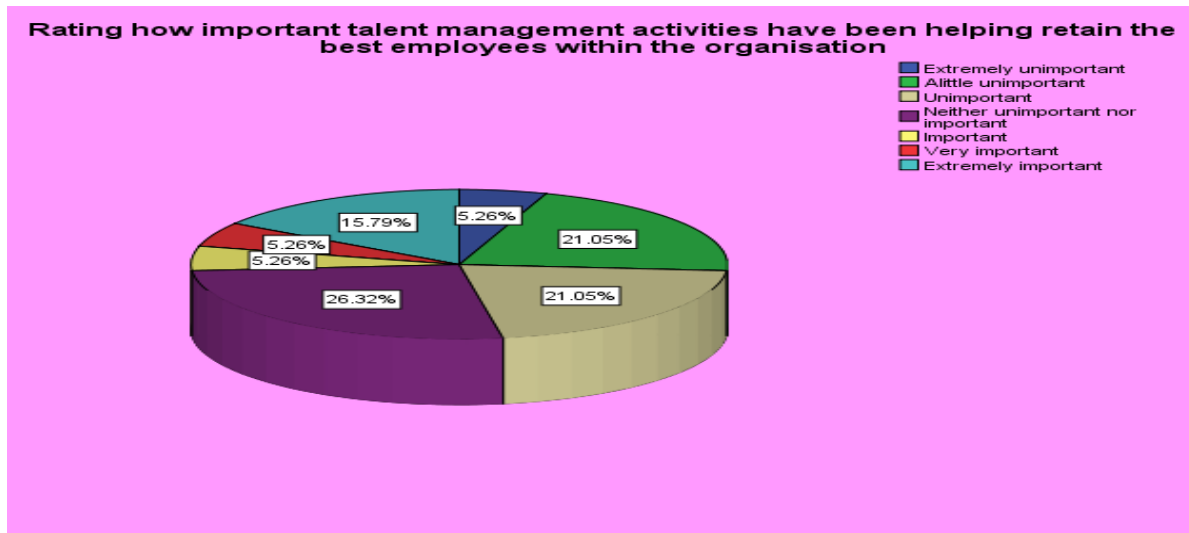
Figure 5.9   **Importance of talent management activities in helping to retain the best employees within your organisation**

5.3.25: Importance of talent management in the retention of the talent

Almost half the respondents (47.36%) rated the importance of talent management activities as assisting in the retention of employees. However, this does not mean that TM is not a critical, or that respondents did not see it as an important retention factor. The probable explanation for these results may be the seemingly ineffective talent strategies and practices in many of these organisations. This observation was further augmented by similar observation by other

163

researchers who pointed to the poor talent management strategies that failed to retain key talent in the public service (Keketso & Rust 2012, p. 2221; Van Dijk 2008, pp. 388 – 389).

5.4.   RELIABILITY DATA ANALYSIS

5.4.1   Introduction

This section of the research dealt with the analysis and interpretation of six selected groups of variables, with a view to understanding the level/degree of internal consistency and the reliability of these groups of variables. The objective of the analysis was to establish the internal relatedness among items under a given group. The researcher used calculated means and standard deviations for this analysis. The researcher found that all the factors exhibited high degrees of internal consistency. The analysis was performed for each item in each group (scale). Below is the analysis and interpretation of the selected groups of variables.

5.4.2   Interpretation of performance management system

The first group comprised variables relating to performance management system in municipal organisations. Calculated means and standard deviations were used to determine the Cronbach's alpha for performance management system (Annexure 4).

Amongst the twelve items constituting the scale of the performance management system, the respondents rated the following stated items with high means ranging from 3.000 to 3.6667. These were rated to be the highest among the items in the scale of the Performance Management System. The researcher tabulates the items with their respective means starting with the highest, the lowest rating performers and middle rated performers. The performance is measured by means of the item MEAN. The overall rating ranged from 1.6000 to 3.6667.

The researcher observed that the scale of Performance Management System was either rated low (about 1.6000), on the average (about 3.000) or just above average 3.33 and above. The overall mean value rating was 3.00 with a standard deviation of 0.5639 when calculated over all the items. It must be remembered that the overall range of the responses was between 1 and 5 for ratings of strongly disagree and strongly agree respectively. The statistical observation was that the small standard deviation of 0.5639 showed a high degree of consistency among the rating

responses for Performance Management System scale. Further to the above observations, the 0.940 Cronbach's Alpha which was far greater than the lowest acceptable value of 0.70 means that the scale items were measuring the same constructs. This agrees quite significantly with overall average rating analysis.

The researcher further notes that, among the items in performance management system scale for investigating internal reliability, the individual item means range from 1.600 to 3.667, whereas the standard deviations for individual items range from 0.89974 to 1.55226. The overall scale mean was observed to be 3.00. The researcher noted that the individual means deviate quite insignificantly from the overall mean. This shows how close the individual means are from the central mean (overall mean). Furthermore, this closeness shows that the scale items surely measure the same construct and have a high degree of reliability, with a high internal consistency. In terms of dimensionality, the items in this scale are quite highly one-dimensional.

5.4.3   Interpretation of organisational talent strategy scale

Amongst the fourteen items constituting the scale of organisational talent strategy, the respondents rated the scale items with high means for those with means ranging from 2.6667 to 2.9167. These were rated to be the highest among the items in the organisational talent strategy scale. The researcher tabulated the items with their respective means starting with the highest, the lowest rating performers and middle means performers. The performance was measured by means of the item MEAN on the response variable of rating. The overall rating mean ranged from 2.3333 to 3.4167.

Based on the means analysis of all the items in the group, the researcher observed that the overall scale mean is 2.732 with a standard deviation of 0.2811. The researcher found the standard deviation to be small, which indicated a low degree of variability between the overall mean and item means which will deviate from the overall mean with small margins. The insignificant variance and standard deviation implies that the degree of reliability and validity is very high within the scale variables.

With regard to the internal consistency, the researcher used Cronbach's Alpha, which was observed to be 0.955 for the 14 items. The Cronbach's Alpha (0.955) is far higher that the

accepted lower limit of 0.70. The Cronbach's Alpha of 0.955 shows a very high degree of internal consistency of the items in the construct, which implies that, the items in the construct measure the same construct/factor.

5.4.4 Interpretation of organisational total reward strategy

Five items formed the factors of organisational total reward strategy for this research. Three item means were rated highest with item mean ranging between 2.9091 and 3.5455, and with standard deviations which ranged between 0.831121 and 1.13618. The researcher states the items under this construct against their respective means. The rating was done in such a manner that the measurement variable was the item mean. The rating was on a Likert scale starting, from 1 to 5 for strongly disagree and strongly agree respectively. The researcher states the means against the items for all the items in the organisational total reward strategy scale (see annexure 5). It is noticed here that the highest and the lowest means differ by 1.3637. The overall mean over all the items is 2.818 with a standard deviation of 0.5532. It is noticed further, that the overall mean is not too far from all the item means. This justifies the low variability as exhibited by the small standard deviation of 0.5532.

With regard to the issue of internal consistency, the calculated Cronbach's Alpha of 0.863 was far higher than the least acceptable probability of 0.70 for significance. This means that items are highly reliable and equally highly valid and furthermore, they measure the same construct and that they have a high degree of internal consistency. Their degree of un-dimensionality was found to be almost perfect.

5.4.5 Interpretation of engagement drivers

Ten engagement drivers were recorded for this specific scale/factor analysis. The overall mean was noticed to be 3.275 with an overall standard deviation of 0.3834. The researcher recorded means which could be classified under three categories. Some were high others were average whereas, others were low. The ten means ranged from 2.800 to 4.100 on the average rating. The rating was on the Likert scale of five responses from strongly disagree to strongly agree

The researcher observed from the analysis that the highest mean (4.100) was recorded for the item which states; "Health, safety and wellness programmes are part of talent management practices". This item was followed in order by "Job security and stability are part of talent management practices" which had a mean rating of 3.800. These two practices seemed to be more popular with municipal organisations.

The lowest was "Employee recognition is part of talent management practices," which was rated at 2.8000. This analysis shows the weight rating for the highest rated items which had means in the range of 3.2 or higher. Five items had means which fell under this category. The lowest mean (2.8000) was recorded for "employee recognition is part of talent management practices" which was not significantly different from the overall mean of 3.275. The small standard deviation of 0.3834 demonstrated that the items did not differ by large margins and showed that the differences among the means were not significant.

Considering the Cronbach's Alpha, the researcher noticed that the calculated alpha coefficient was at a very high probability of 0.919. This is by far too high and so the high Cronbach's alpha of 0.919 shows a high degree of internal consistency. The high degree of internal consistency is a demonstration of high reliability of the items and furthermore, shows that the items measured the same construct.

5.4.6 Talent acquisition and identification

Amongst the fourteen items constituting the scale of talent identification, the respondents rated the items with high means ranging from 3.1905 to 4.048. The rating was based on the logic that any item mean, which was higher or equal to the overall mean, was rated to have a high mean. The researcher tabulated the items with their respective means as stated in annexure 5. The rating was measured by means of the item MEAN. The overall rating ranged from 1.905 to 4.048.

It was observed here that the highest rated item had a mean rating of 4.048, which was the item "my organisation keeps written records of our recruitment and selection processes. This item was followed by "My organisation uses skills audits to determine individual skill capacity" rated at 3.8095, "My organisation interviews job applicants using competency-based techniques", 3.5238", and "My organisation makes adequate competence and experience a prerequisite for

senior and critical posts" at 3.5714. The overall mean was 3.150 with a standard deviation of 0.5441. The standard deviation was observed to be insignificant. The small standard deviation showed that the means were close to one another.

The Cronbach's Alpha was observed to be 0.883. This was a significant probability, which demonstrated the high level of internal consistency. Furthermore, the 0.883 Cronbach's Alpha showed that the items were measuring the same construct with a high degree of reliability.

5.4.7 Interpretation of the training and development scale

Amongst the eight items creating the scale of training and development, the respondents rated the items with high means ranging from 3.1579 to 3.4737. The items rated with high means were:

"My organisation's training and development practices are aligned to ideals of the national capacity building framework for the local government, (NCBF)" (3.4737), "My organisation uses a long-term approach which focuses on recruiting people with relevant aptitude and skills" (3.1579); and "My organisation has accelerated development programs based on clearly defined leadership and management competences" (3.3158).

These were rated to be the highest among the items in the scale of Training and Development. The rating was based on the logic that any item mean, which was higher or equal to the overall mean, was in the class high means. The researcher tabulated the rest of the items with their respective means as seen in annexure 5. The rating was measured by means of the item MEAN. The overall rating ranged from 2.5263 to 3.4737. The overall items mean for the eight items was determined to be 2.980, with a standard deviation of 0.3115. The researcher found the degree of dispersion (0.3115) to be quite small, showing that the variability among all the items was negligible. Furthermore, this established that item means which ranged from 2.5263 to 3.4737 did not vary quite significantly. The low variability of the means led the researcher to conclude that the means centred on the overall mean (2.980).

Regarding the internal consistency, the Cronbach's Alpha was calculated to be 0.922. This is highly significant when compared to the minimum probability acceptable for reliability. The

0.922 Cronbach's alpha means that there is a high degree of reliability with the scale items of training and development and further, that the items form one construct and measure the same thing.

5.5 PRESENTATION, ANALYSIS AND INTERPTRETATION OF THE RESULTS FROM THE QUALITATIVE PHASE

This section provides an interpretation of the results and analysis of data of Phase 2 of the study. An interview schedule developed from the results of Phase 1 (Annexure 2) was used to conduct face to face semi-structured interviews with human resource managers in some selected South African municipal organisations. Letters requesting managers to participate in the study were sent through the office of municipal managers. These letters included the study topic, the nature of the topic and what was expected of the manager to prepare for the topic, information issues of ethics and integrity relating to the study, the purpose of the study and benefits from the study if any (Annexure 3). These letters were sent in the month of January, 2015.

All the participating municipalities handled the logistics of preparing the venues for the interview, time and availability of the interviewees. On the day of the interviews, the researcher explained the whole process of how the interviews would be conducted; refer to the interview schedule (Annexure 4).

5.5.1 Demographic profile of the interviewee.

Demographic information of participating organisations is summarised and reported in Table 5.21.

The results of the interviews of ten participants in the interviews are reported by using selected quotes that are "poignant and/or most representative of the research findings" (Anderson 2011). These quoted were selected due to the fact that they were the most representative of the pre-determined themes that had emanated from the results of the quantitative phase. (Anderson 2011). Interviewees or the respondents to the interviews were coded as follows:

▪ Interviewee 1: SDF
▪ Interviewee 2: HRM

- ▪ Interviewee 3: SDF
- ▪ Interviewee 4: HRM
- ▪ Interviewee 5: HRM
- ▪ Interviewee 6: HRM
- ▪ Interviewee 7: HRM
- ▪ Interviewee 8: HRM
- ▪ Interviewee 9: SDF
- ▪ Interviewee 10: DDRC

The abbreviations stand for: SDF: Skills Development Facilitator; HRM: Human Resource Manager and DDRC: Deputy Director for Corporate Services.

Table 5.21 provides a profile of the managers who participated in the semi-structured interviews.

Table 5.22: Demographic variables

VARIABLES	DESCRIPTION VARIABLES	N=10 (%)
Authority represented	Metropolitan	4 (40)
	District	3 (30)
	Local	3 (30)
Gender	Male	60.0
	Female	40.0
Ethnicity	Black	60.0
	White	30.0
	Indian	
	Coloured	10
Age	20 – 30 years	20.0
	31 – 40 years	40.0
	41 – 50 years	30.0
	50 – 60 years	0.0
	60 and above	10.0
Length of service in your present job (years)	Less than 1 year	0.0
	2 – 4 years	10.0
	5 – 10 years	50.0

	11and above	40.0
Academic qualifications	Degree	90.0
	Master's degree	10.0
Permanency of the respondent's job	Yes	70.0
	No	30.0

5.5.2   Results of qualitative research

An interview schedule (annexure 2) was developed as a data collecting instrument after the quantitative data had been analysed. The use of interviews as a second phase of the study was purposely to affirm, expand or give clarity to findings from the quantitative survey phase. Accordingly, the analysis which was adopted for this phase was a deductive thematic approach. With this approach, the researcher may impose his own structure, theories, or pre-determined framework and use these to analyse the interviews and transcripts (Burnard, Gill, Stewart, Treasure & Chadwick 2008). Furthermore, the researcher can simply report under the main theme, category by using appropriate verbatim quotes to illustrate those findings (Burnard 2004).

In presenting results for the interview section, the researcher selected quotes that were pertinent and/or most representative of the research findings (Anderson 2011). Participants in the interview answered questions which were based on the interview schedule containing six pre-determined questions/themes developed from the results of the quantitative study.

Table 5.23   Thematic deductive analysis table: Theme 1: Perceived importance of talent management in talent retention

Predetermined Theme 1	Poignant quotations that relate to the themes and research questions	INTERVIEWEE
Perceived importance of talent management in	"We are aware of the importance of TM but we don't have a talent management section, if I can put it that way except this section of development, which only focusses on training and development" (interviewee	

The retention of employees		Interviewee (1: SDF)
	"It is something we haven't given much attention in the last seventeen years but in the last year or two, we are busy with the institutional review to put in place an HR. strategy and this will include TM" (Interviewee 10)	Interviewee (10: DDRC)
	Can I ask you something? Is there a difference between training and that talent management of yours you are asking me? (Interviewee 9)	Interviewee (9: SDF)
	"We do things in silos; one does one thing in one corner, another one in that corner whereas you would see that this thing is linked to the other and there is no coordination of activities" (interviewee7).	Interviewee (7: HRM)
	"HR is not seen as a strategic partner, or a core function. We believe we are a strategic partner but when it comes to strategic decision regarding our business strategy, services like the roads, water and electricity are seen as strategic partner but HR falls away	Interviewee (1: SDF

5.5.3 Selected quotes representative of the research questions for the interviews

Interview question**:** Is your organisation aware of the growing importance of talent management in the   retention efforts of talented employees?

This question investigated managers' awareness of the importance of talent management in organisations. Probing questions were also asked to find out the participants' understanding of the two terms: talent and talent management, and the objectives for TM. The purpose of asking this question was to expand on the results of the survey questionnaire on this topic. A few representative quotes to the interview theme were selected to explain the views of interviewees to the theme (table 5.22).

The researcher was also interested to know the perceptions of the interviewees in relation to the integrating and alignment of talent strategies to the overall business strategy. The question pertaining to talent alignment and integration came in as probe on the first question and it was posed to all the interviewees. A common view of the results was that HR functions and activities are not aligned and integrated and that they are also not aligned to the business strategy. Two quotes which the research found to be more intriguing and expressive of the respondents views were selected as follows:

Follow-up question 1**:** Do you believe your organisation has done enough to integrate and align your talent management practices to the organisational business strategy?

One interviewee was quoted as saying:

> We do things in silos; one does one thing in one corner, another one in that corner whereas you would see that this thing is linked to the other and there is no coordination of activities" (interviewee: HRM7).

Another one also commented:

> HR is not seen as a strategic partner, or a core function. We believe we are a strategic partner, but when it comes to strategic decision regarding our business strategy, services like the roads, water and electricity are seen as strategic partner but HR falls away (Interviewee 5).

Participants were asked to provide a full status of their HRISs and indicate the contribution they make to talent management activities (table 5.23).

Table 5.24 Thematic deductive analysis table: Theme 2: Perceived status of HRIS in municipal organisations

PREDETERMINED THEME 2	POIGNANT QUOTATIONS THAT RELATE TO THE THEMES AND RESEARCH QUESTIONS	INTERVIEWEE
1. Perceived status and importance of HRIS in municipal	We have an HR system and it is an ERP system that is oracle HMS that is used across the world. However the problem with us is that we took the oracle HMS and customised it to how we do things in our organisation. [opinion] It would have been	

organisations	better if we run everything on one platform because at the moment an employee would call HR and say can you check for me how many leave days I have and at the moment. That information is kept on payday and not on oracle HMS and a person would maybe call and say I'm not sure when my bonus is due, we are HR but we can't tell the person and we will then have to refer the person to finance. If all the information was in one place then it would be easier to give proper service to an employees, where an employee can walk into one place and say please sort out all my HR issues where is be leave or bonuses or injuries. Having a system is all well and good but it needs to have processes that support it because oracle is the best in the world but I think where we fail is having processes to support what happens in the system	Interviewee(8: HRM)

The following extract from interviewee 8: HRM), (table 5.22) seem to express the majority of participants' views and was probably the most informative and inclusive response to the question relating to the use HRISs in municipal organisations.

Another area that the research sought for more insight from the interviewees was performance management.

Table 5.25: Thematic deductive analysis table: Theme 3

Predetermined Theme 3	POIGNANT QUOTATIONS THAT RELATE TO THE THEMES AND RESEARCH QUESTIONS	INTERVIEWEE
Implementation of performance management in	Oh I am ashamed of myself there is no performance management in my organisation. It is not even practiced at the senior level where is supposed to start and cascaded to us (Interviewee 7)	Interviewee (7: HRM)
	The only system we have is for only for the municipal managers and those that directly report to him (interviewee)	

municipalities		Interviewee (10: DDRC)
	but I would know that for the CFO to do his or her job, for instance, this is what I will focus at even though there would be no plans to assess according to expected standards. You know sometimes you just need to do your work knowing that this is what is needed, so you intervene and that's that (interviewee 2).	Interviewee (2: HRM)
	"We use employee agencies with many people with the skills we need, and we ask them to advertise to those people and that is how we identify our potential employees" (interviewee 8).	Interviewee (8: HRM)

Results from the quantitate study could not give a conclusive picture regarding the implementation of performance management, and hence research theme in regarding implementation of PM were formulated for the interviews (table 5.24). A few notable quotes included:

> Oh I am ashamed of myself there is no performance management in my organisation. It is not even practiced at the senior level where is supposed to start and cascaded to us (Interviewee 7: HRM).

> I don't want to lie to you. The only system we have is for only for the municipal managers and those that directly report to him. (Interviewee: HRM7).

Probing question: What criteria do you use to identify good performers and who to give more training, promote or employ, if you do don't have good performance systems in place?

One interviewee responded:

> . . . but I would know that for the CFO to do his or her job, for instance, this is what I will focus at even though there would be no plans to assess according to expected standards. You know sometimes you just need to do your work knowing that this is what is needed, so you intervene and that's that (Interviewee 7: HRM).

When participants were asked to share their views on how they apply talent management, almost all participants indicated that they had not put in place formalised succession management plans. Some notable comments are given below:

> Succession planning is virtually impossible. If you want to go to a higher position, you stand in a queue and then you apply. Progression is based on salary level (Interviewee 4).

> We use employee agencies with many people with the skills we need, and we ask them to advertise to those people, and that is how we identify those to succeed in senior positions. Sometimes we simply take any we think is senior and has served many years (Interviewee 4).

From the quote above, one can see that there is no clear policy on succession management in municipal organisations.

The issues of training and development and compensation were also seen as other areas that needed more elaboration and insights from the interviewees. The following quotes were found to more informative and add more insights to the views that were already expressed in the quantitative phase. About how they make decisions of who to train or to include in a talent development programme, interviewee 3, said:

> I think that certain departments require more attention, let take for instance, finance and technical services, you need more qualified people there and even what you have is not enough and the limited budgets we have cannot allow us to focus on everyone. We need to target scarce skills and critical jobs (Interviewee 3).

Compensation, benefits and working conditions were tied to issues of skill shortages and turnover problems. Findings in the quantitative study indicated existence of turnover problems, but minimised the seriousness of the problem among municipalities, therefore the researcher wanted to confirm if this was so, or if there was something more to it. The following quote seemed to be representative, much bearing on earlier findings in the first phase. Interviewee1: SDF had this to say:

> We have skills shortage and a high turnover and it is not even going to end soon. I don't know even know how to rate it! It cuts across, for instance, at the management level, they are all acting managers and people are leaving every day. You find that the general workers like cleaners are the only one who are not leaving, and are the one to die here. I can tell you now; I have three applications in the post now!

176

5.6   CONCLUSION

In this chapter, the analysis, results and interpretation were presented. This study used mixed method research, including the quantitative survey and the qualitative semi-structured interviews that followed. The quantitative survey was the main study; the semi-structured interviews were used to complement or to expand and elaborate on the quantitative findings, and to give added insight.

The quantitative survey analysis was descriptive. The reliability analysis was conducted to establish internal consistency and validity of the study, and internal consistency among the variables items. The last part of this chapter dealt with the qualitative analysis and presentation of results of the semi-structured interviews. Results were presented using verbatim quotes.

CHAPTER 6: DISCUSSION OF RESEARCH FINDINGS

6.1 INTRODUCTION

Most of the current literature presents talent management as a new field, which still needs further investigation. What should be acknowledged, however, is the growing realisation of the importance of TM in the effective management and retention of talented employees in organisations. There is now a great sense of understanding that those organisations that have employed the best talent management strategies and practices have been able to attract and retain their talent, while those that have not, have continued to experience scarcity of skills and a high rate of voluntary and non-voluntary employee turnover.

The literature review for this study assessed the current knowledge and understanding behind the conceptualisation and broader meaning of the concept TM, and further examined the implications of effective TM for talent acquisition and retention for municipal organisations. In the previous chapter, a number of key aspects of TM and talent retention strategies were analysed and interpreted. This chapter deals with the discussion of key findings from the study.

6.2 RESPONDENTS' PROFILES

Most respondents were drawn from local municipal and district councils respectively. One therefore needs to be aware of the characteristics of a rural rather than a metropolis setting, which are likely to impact on results of the research. In addition, one also needs to consider the number of municipalities represented by each council. However, that is not a matter for this study as the results for this variable are only used to understand the overall participation in the study by the municipalities.

Drawing on both the quantitative study, and the qualitative phase of the study, the majority of participants were blacks. Gender proportion was skewed towards male representation, perhaps reflecting the workforce population structure. The fact that most respondents were HR managers helped ensure a critical mass of skilled talent managers among the respondents. Thus, designation of respondents may not have much effect on general results. Most of the respondents had fairly long standing experience, having served more than five years in their current positions.

Regarding the ages of the respondents, findings indicate that the work force is mostly represented by people who come from the age bracket of forty to fifty years. Requisite academic qualifications were met, since all respondents had attained first degree level, although this may not translate into the most appropriate qualification for a particular post. Respondents were generally job secure, with most respondents employed on permanent terms. The employment of people on permanent terms is an element that contributes to security and stability within any organisation, but this has to be supported by effective talent management strategies to ensure that these employees are developed, maintained and retained.

6.3   FINDINGS

This section discusses the main findings. The literature phase of this study has shown a municipal HR system characterised by irrelevant HR policies, poor accountability in HR process, and lack of capacity and skills to manage its employees (COGTA 2009, pp. 18 - 19). Furthermore, the sector is characterised by poor talent strategies, which have stifled good talent and thus undermined talent attraction and retention efforts in municipalities (Barkhuizen 2014; Keketso & Rust 2012). In trying to answer the questions that were formulated for this study, the study sought first to investigate the current status of municipal organisations in regard to skill shortages and turnover problems. This was to establish the value and significance of this study and elicit a greater urgency from municipal HR managers to respond quickly.

6.3.1   Skills shortages in municipal organisations

The review of literature established that the success or failure of a municipality depends on the quality of its political leadership, sound governance of its finances, the strength of its institutions and the calibre of staff working for the municipality (National Treasury 2011, p.105). Assumptions that most municipal performance failings are due to a lack of capacity, whether it be individual, organisational or environmental capacity, appear to be borne out (National Treasury 2011, p.105). This is echoed in Deloitte (2014, p. 3) where it is suggested that government interventions and initiatives such the LGTAS and operation Clean Audit have failed to gain recognition and have remained slow in progress, and inadequate in achieving their objectives due to insufficient skills and capacity to execute these initiatives.

One would then be tempted to ask whether similar conditions still prevail, or if there have been changes in regard to skill shortages and turnover problems. Based on the findings from the study, the answer is that there is no change. Municipal organisations continue struggling with inadequate skills capacity and this seems to apply to all municipalities. Engineering, technical, financial and managerial skills remain the scarcest skills. A worrying factor resulting from these findings is that these skills, according to the sample organisations, are the most critical to municipal organisations to ensure effective service delivery. High skills gaps are also noted in cross cutting skills, such as change management and artisan skills. On the whole, findings reveal a municipal sector that is incapacitated by a severe lack of competent people to drive and improve service delivery to its customers, let alone talent management programmes.

The lack of skills in most municipalities, especially in managerial and professional fields, puts these organisations in a precarious position. On one hand, they hold people's expectations to provide quality services, and on the other, they lack the people to deliver on such promises. The situation is further worsened by the fact that these organisations still have to deal with turnover problems. Furthermore, the incapacitation of municipal organisations, especially in human resources, means that talent management programmes will not be effectively implemented.

6.3.2   Turnover problems in municipal organisations

Employee turnover is another talent management problem that is addressed in the key findings. Employee turnover, as observed by Abbasi (2000), describes the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment. Retention of employees in organisations requires employers or managers to understand the factors that cause staff turnover and how they could counter staff intention to leave. It becomes imperative for managers to be aware of whether the decisions to leave could have been prevented (Long, Perumal & Ajagbe 2012, p. 629).

Literature notes the severity of turnover in municipal organisations. But what do findings for this study say? Arguably findings seem to be in agreement with the sentiments expressed in the literature review, which indicate levels of high staff turnover in many municipalities (SALGA 2010). Seven main causes of staff turnover in municipalities are cited in the study. These are:

poor job conditions, poor working environment, political influence, lack of career opportunities, geographical mobility and poaching, and migration to other organisations, both private and public sector organisations. Other factors, such as employee debt problems and non-provisioning of tools were mentioned by only a few participants, but municipal managers need to be aware of them.

The non- provisioning of tools can be categorised as a job characteristic factor and may have an impact on employees' performance. Debt problems is a personal or individual factor which may have an emotional and a psychological impact on the employees, resulting in low morale, absenteeism and poor performance at work. Kuria and Alice (2012, p. 314) observe that personal factors and in this case, debt problems, may predict among others, job performance and poor productive behaviours such as absenteeism, substance abuse and theft.

From a broader perspective, the presence of these factors mentioned above, tends to influence employee job satisfaction and employee organisational commitment in a negative direction, making it easy for employees to take a voluntary exit from the organisation. In the study by Owence, Pinagase and Mercy (2014, p. 71) such factors as those identified in this study are suggested as the major causes of staff turnover in organisations. It is therefore imperative that HR managers in municipal organisations take an interest in understanding the level of the existing staff turnover and the impact it may have. Knowing and understanding these factors is a necessity for those organisations who want to retain their talent. As Kuria and Alice (2012, p. 312) observe, "Measuring and monitoring turnover is essential to bringing the appropriate attention to the issue and taking constructive action. Understanding the employment climate is fundamental to developing and understanding of retention".

In this study, most respondents to the survey reported turnover challenges within their institutions that are generally low. In addition, a significant number of respondents categorise the turnover problem in their organisations as being not very critical. These findings are consistent with other findings that have revealed staff turnover rates that are moderately low. For instance, Berkowitz (2012) notes that in the State of Municipal Capacity Report (SMCR) of 2010/2011 financial year by the Municipal Demarcation Board (MDB) staff turnover is put at an average of just 7% across all municipalities. These findings seem to be encouraging if municipal managers

can improve on these rates and also put in place strategies to attract and recruit people with scarce skills. On the other hand, the interview participants seem to have a slightly different picture in regard to the seriousness of staff turnover in the municipal sector. The view that came out of the interview respondents is captured by the quotation below, from one of the participants:

> We have skills shortage and a high turnover and it is not even going to end soon. I don't know even know how to rate it. It cuts across, for instance, at the management level, they are all acting managers and people are leaving every day. You find that the general workers like cleaners are the only one who are not leaving and are the one to die here. I can tell you now; I have three applications in the post now!

The views embedded in the quotation seem to indicate the seriousness of the talent problem in municipalities. It would therefore look naïve for anyone to think about attracting new employees, when even the few already available cannot be retained. The onus lies on the HR managers to ensure that a holistic approach to talent attraction and retention is put in place to ensure the retention of the current employees and at the same time attract those skills that are mostly lacking in the organisation.

6.3.3   Talent management: definitions

It is clear that given the high skills shortages and turnover problems mentioned in the previous section, human resources managers need to respond appropriately to the issues of attracting and retaining the best employees in the sector. This study proposes the crafting of effective talent management strategies as a means of responding to the growing skills shortages and turnover problems. However, developing and implementing talent strategies and deciding on the talent management practices that can enhance talent attraction and retention, to a large extent depend on an organisation's understanding of the concept of talent management. Therefore, this is one of the aspects that this study assessed.

TM is a powerful factor in driving HRM processes and activities, but as the literature indicates, the concept itself is still new, especially in the South African local sector. This seems to affect the managers' understanding of TM and its importance to an organisation. One of the main objectives of this study was to investigate to what extent South African municipal organisations apply TM as part of their retention strategies. Of course, any application of TM strategies would

entail understanding what TM as a term embodies and the creation of an organisational mind-set that conforms to the universal understanding of effective TM.

Ashton and Morton (2005, p. 28) suggest that TM has embedding values and behaviour, known as a "talent mind-set," to support the view that everyone has potential worth developing. The researcher believes that a talent mind set develops once every employee of the organisation talks the same language when it comes to TM. The assumption here is that a common understanding of the concept talent management will result in understanding of the benefits an effective talent management programme could offer.

Key findings from the quantitative phase of the study are not clear whether municipal HR managers are aware of talent management and what meaning could be attached to it. Findings from the interviews show that the responding organisations have in place activities that would constitute talent management initiatives, but these have not been formalised as TM programmes. One of SDF (interviewee 3) is clear about his organisation not having any formal TM strategies. In a reply to whether his organisation has formalised TM programmes, he emphatically replied, "There is no such, in my organisation". Another interviewee commented on how his organisation has been slow in implementing TM:

> It is something we haven't given much attention in the last seventeen years but in the last year or two, we are busy with the institutional review to put in place an HR. strategy and this will include TM. (Interviewee 10)

Furthermore, talent managers seem not to be clear about the differences between TM and training and development. This sentiment is expressed in one of the quotations from the interviewee participants, indicated as follows:

> Can I ask you something? Is there a difference between training and that talent management of yours you are asking me? (Interviewee 9)

Another interviewee also commented;

> We are aware of the importance of TM but we don't have a talent management section, if I can put it that way except this section of development, which only focusses on training and development. (Interviewee 1)

The first quotation gives a clear indication that some managers cannot differentiate between TM and T&D, while the second quotation indicates that TM has not been prioritised and is not counted yet as a separate HR function. The failure of managers to differentiate between talent management and training and development has serious implications for the whole process of talent management. It creates a scenario where TM is seen as one aspect of T&D, hence minimising its importance in strategic HRM, and yet it should be the engine to drive the whole process. It is therefore not surprising in other findings of this study when most municipal HR manager's claim that TM activities have not been important in helping them retain talented employees. These findings tend to contradict the current research discourse on TM, which has elevated TM to a strategic priority, and at a time when most progressive organisations are spending large sums of money to improve their TM practices and activities. One could argue that these findings are an expression of the fact that municipal organisations have given very limited attention to TM.

6.3.4 Integration and alignment of TM to business strategy

Key findings on status and integration and alignment of TM to organisational business strategy, have revealed that talent management practices of the responding municipalities would be placed between level two and three as advocated by Harris and Foster (2007, p. 6). Based on Harris and Foster's classifications, and evidence from participating organisations, this would mean that most municipal organisations manage talent on an ad hoc basis with no formal, or with only a few formal TM practices, coupled with limited or no strategy. Also, using the recent HRM&D Model developed by SALGA (2013), talent management activities would be placed at the transactional level, where HR activities comply to regulatory requirements, but with no strategy, or with limited strategy, complying with minimal stakeholders' requirements but not aligned to or integrated with business goals.

The quotation below shows the extent to which HR has been excluded in most strategic decisions that could have a great impact on TM;

> HR is not seen as a strategic partner, or a core function. We believe we are a strategic partner, but when it comes to strategic decision regarding our business strategy, services like the roads, water and electricity are seen as strategic partner but HR falls away. (Interviewee 5)

Findings have further revealed that many municipalities tend to do better only when it comes to compliance with some government regulations and policies. But even then, in some cases, the level of compliance with government policies and regulations has been seen to be limited. In addition, the findings reveal that TM is not clearly defined, and that TM is not yet fully integrated in the organisations' culture, or a talent mind-set that conforms to better talent practices has not yet been developed.

In general, these findings seem to indicate that municipal organisations have not put in place formalised talent strategies to drive their retention efforts. If the above assertion is to be taken seriously, how then, would municipal organisations be able to develop talent management programmes tailored to their unique and local conditions without an official or uniform talent definition to guide them? In addition, without infusing a talent mind set in their organisational culture, municipal organisations will find it difficult to bring all their stakeholders on board. Talent management must be owned by all employees; from top to bottom and it must be successfully sold to all other major stakeholders, including the government, the unions, counsellors and SALGA, if it is to work.

6.4 TALENT STRATEGIES

Talent Strategies used to retain the best employees in municipal organisations tend to be ad hoc, fragmented and characterised by segmented traditional HR practices. Retaining talented staff means that the components of job satisfaction and organisational commitment are analysed by organisations and efforts made to ensure that a conducive environment is created for employee to experience these factors. For some organisations and their employees, the image of the organisation and the industry will be important, whereas for others, it will be pay satisfaction, promotional opportunities and career management (Deery and Jagop 2015, p. 465). Although findings indicate that there are very few, if any, formalised talent strategies in municipal organisations, a number of activities that ideally would constitute a talent strategy were identified in the study and these were assessed as current strategies which may inform talent management in the municipal sector.

6.4.1. Talent identification, recruitment and selection of the best talent

The study found that most municipal organisations have no single formalised strategy with well-coordinated practices to identify, recruit and select the best talent. However, there were some good articulated policies to recruit and select the right employees for the vacant posts. The problem that the study brought to the fore was that such policies are not properly translated into good tangible practices, and this is because there are few good strategies in place to ensure proper implementation of such policies. The study notes that poor talent management practices may be the greatest contributor to the poor implementation of recruitment and selection policies.

6.4.1.1 Talent profiling and assessment

To improve matching as Alonso (2014, p. 3) suggests, "employers engage in a variety of recruitment and selection activities, where the former aim is to create an applicant pool composed of the most promising prospects, and the latter aim is to identify those applicants that are the best for the organisation". In line with this suggestion, key findings from this study revealed that a significant number of the respondents use skills audits to determine individual skill capacity. They make adequate competence and experience a prerequisite for senior and critical posts. In addition, findings identified the use of talent profiling, assessment, measuring and evaluating of talent capability, potential and competencies as aspects of a good talent identification strategy that are used by some of the responding municipalities. All these practices mentioned are good for effective talent strategy, but where the problem lies, is the fact that they may not be aligned or linked to other HR processes, such as training, development or succession management.

6.4.1.2 Use of talent in talent identification

Kahn and Louw (2010, p. 178), assert that the effective utilisation of public human resource management is contingent on TM, which includes "identification, development and retention of those candidates with talent and those with potential and their appointment to appropriate positions". Good hiring decisions can help to build high-performance teams and constructive organisational culture while bad hiring decisions can be expensive to the organisation and in the long run, adversely affect the overall performance (Miles 2010, p. 3).

Accordingly, effective recruitment and selection requires organisations to "develop strategies that can help them balance factors that might contradict each other, such as costs of the recruitment methods, acceptable vacancy duration, time spent on implementing the recruitment process, resources available inside the company for implementing recruitment, the quality of the generated pool of applicants, time and cost involved by the screening and selection process necessary after the recruitment" (Tardos & Pedersen 2011, p. 95). By engaging in these activities mentioned, organisations can predict their work force requirements, e.g. numbers, skills and love of responsibility (Martin, Whiting & Jackson 2010, p. 110).

However, to accomplish this, organisations often need to use talent metrics. Findings from the study indicate that municipalities rarely use talent metrics, and arguably, without the effective use of these metrics, engaging in activities like attaching costs to recruiting costs, or determining acceptable vacancy duration, would be very challenging. Even processes such talent audits, talent profiling and talent assessment revolve around the effective use of these metrics. The failure to use talent metrics could undermine the HR activities mentioned above.

6.4.1.3 Use of human resource plans and internal job processing

Findings have revealed that municipalities have not developed and implemented human resource plans (HRPs) (SALGA 2010). In addition, few municipalities use internal job posting processes that facilitate growth and movement within the organisation, and yet as Bhatnagar (2008, p. 22) asserts "... it is important that organisations take an active role in identifying and cultivating their own people who have the capability and potential to become effective leaders." Similarly, (Day 2007, p .4) observes that "recruitment and retention are tied to issues associated with whether employees feel that their professional potential is being developed and used in the best possible way". He suggests that "having opportunities across the organisational spectrum to participate in leadership development efforts are something that can provide an incentive to join and remain with an organisation" (Day 2007, p .4). Based on the study findings, such opportunities for leadership development are generally unavailable, especially because of lack of formal succession plans for the employees.

6.4.1.4 Employee equity plans

It is clear from the findings of the study that recruitment and selection processes have not been undertaken at a level where one could confidently claim that these processes are yielding the desired results. The study established that the use of employment equity plans is not common among the responding organisations. Similar sentiments are also echoed in the study about staff retention that was conducted by the South African Public Commission (PSC 2010), which indicates that many municipalities among those that participated in that study had no employment equity plans (EEP). Generally, one could argue that the municipal approach to the identification and acquisition of talent is still poor and limited to segmented processes that are not linked to other HR functions such as performance management and compensation. One significant implication for these findings is that municipal organisations are failing to reach their affirmative quotas, especially at middle and senior management levels. This is clearly identifiable in the demographic results for this study, which show gender representation in managerial positions being skewed towards males.

6.4.2 Employer branding

Previous and current literature has stressed the importance of employer branding as a strategy for improving employer attractiveness and retention of talent in organisations (Chhabra & Sharma 2014 p. 55; Sokro 2012, p. 164). According to Chhabra and Sharma (2014, p. 51), employer branding, among others, starts with the "analysis of the organisation's values, culture, competition, HR policies, strengths and brand's current image". Employer branding is associated with, or informed by, the employer's value proposition. It serves as a "criterion against which organisations can benchmark all human resource retention interventions and outcomes" (Munsamy &Venter 2008, p.4).

Employer branding is part of an organisation's talent strategy. Evidence from this study indicates that most of the participating organisations do not prioritise employer branding as part of an organisation's retention strategy. The study has revealed that a significant number, more than three quarters of the participating municipalities, have no formalised branding strategies to attract and retain talent. With extant literature putting employer branding as a critical factor in

talent retention (Chhabra & Sharma 2014, p. 55; Munsamy & Venter 2008, p. 2; Sokro 2012, p. 164), it has become inevitable that municipalities have to start working seriously on their brands; otherwise, they risk the dangers of increased staff turnover. These findings could largely explain the reasons why the municipal sector is said to be suffering from a reputational crisis (COGTA 2009) and the reason why it is failing to recruit and retain people with scarce skills.

6.4.3   Employer value proposition

This study found no conclusive evidence on this aspect, employer value proposition. However, the sizeable number of respondents who were unsure, plus those who believed that talent management is not part of their organisational talent strategy, could to a certain extent lead to a conclusion that municipalities are not doing well in this regard. On the other hand, it may be a matter of the respondents needing to be clear about the meaning of the concept 'EVP'. Still, this would mean that municipal organisations have not done enough to make employees aware and understand the meaning and benefits of EVPs. This is because employer branding goes hand in hand with employer value propositions.

6.4.4. Talent segmentation

Talent segmentation can help organisations identify talent pools that need to be built from within and those that can be sourced from outside. It is also a process that organisations use to allocate their employees to different groups, or pools, based on their abilities, skills, potential and performance. Managers should link TM practices, such as training and development, compensation and performance to segmentation practices. An effective talent segmentation process ensures that talent is sub-divided into groups according to the importance and significance of each individual. Organisations must channel their finances to productive and profitable segments. In addition, they should use segmentation as retention strategy for those employees that are in critical positions, or those with scarce skills, such as engineers.

Findings from the study have indicated that there are no formal segmentation strategies in most municipalities. The study did reveal that there are existing practices that normally guide managers to select employees for training or select applicants to be part of their recruitment and selection processes.

Key findings from this study indicate that resources allocated to recruitment and development activities are selectively biased towards specific categories of employees, such as those in critical posts, middle and top-level management and jobs that require scarce skills. Nonetheless, the study does not establish whether these categories of employees are part of formal segmentation processes implemented by municipal organisations.

Participants in the interviews indicated that shortage of some certain skills, and the need to fill critical and top-level jobs, determines the way they select people for talent development. This is not necessarily through a formalised process of determining specific talent pools. In addition, they indicated that quite often HR managers in municipalities spend more resources on employees in critical and professional jobs due to shortages of certain skills, as well as budgetary constraints, which are common in almost all municipalities.

One noticeable factor revealed by the findings is that municipal organisations spend most resources on employees in critical posts, on those at top-level leadership and on employees in professional and technical posts. Importantly, they use fewer resources on employees with leadership potential at entry level. The researcher believes that this is a miscalculation on the part of these organisations for failing to see that by growing leadership at entry level, they would be growing their potential. Similarly, the spending of fewer resources on higher performers is another miscalculation on the part of these organisations. The higher performers need to be retained both for their current and future performance. The findings also indicate that municipal organisations do not share resources equally among all the employees.

Findings clearly show that to a large extent resource expenditure on employees in most municipalities tends to follow an exclusive approach to talent identification, recruitment and development (Zhang & Bright 2012). The survey findings could, however, not reveal, whether this kind of resource allocation is part of a formalised segmentation process or a reaction to some other factors, such as skill shortages, or inadequate budgets. Findings from the interviews offered better insights regarding this aspect as most participants in the interviews indicated that there are no formalised segmentation strategies, which organisations can use to determine talent pools.

These findings could assist municipal managers to evaluate their talent strategy in relation to the identified types of segmentation approaches and those presented in the literature. They could also determine the best approach to use. As the study indicates, the most important HR activities such as Training and Development, Compensation, Recruitment, Compensation and Succession management revolve around the talent segmentation process.

6.4.5   Succession management

Succession planning and leadership development are key processes in assessing and developing an organisation's leadership talent (Day 2007, p. 2). Broadly stated, these processes generally refer to succession management. Moreover, as Kur and Bunning (2002, p. 762) observe, "In an era of continual job hopping and constant change… successful companies don't view [succession planning] as a matter of executive replacement – it's one of leadership development". They further state that succession management shifts the focus in organisations "from a narrow goal of developing individual leaders to that of developing the leadership function and team leaders who will lead the organisation through significant change" (Kur & Bunning 2002, p. 762). Day (2007, p. 6) similarly observes that "succession management anchors the most comprehensive end of the succession processes in that it identifies successors (replacement planning) and develops them (succession planning)".

Based on the above assertions, the researcher believes that effective succession management processes should be integrated within the entire human resource planning process, and in all other talent management practices that drive the identification, recruitment and retention of talent. Succession management should therefore be informed and driven by talent profiling, assessment and evaluation of talent, talent metrics, human resource plans (HRPs) and HR information systems that can promote effective communication of succession management processes. In addition, all succession management plans should be integrated and be part of organisations' performance management, reward and training management practices.

Key findings from the study in relation to succession management indicate that most of the responding municipalities do not use succession management to address their organisational current and future talent needs. These results tend to emulate findings from the study conducted

by Bersin and Associates. The study indicated that succession management is an immature and relatively new process for most companies and that fewer than 12% of companies that had participated in their study have truly integrated succession management programmes (Bersin 2009).

The findings further establish that complementary practices that could support effective succession processes are not properly implemented by most of the responding municipal organisations. For instance, the study found that less than half of the responding municipalities do the following: evaluate their current talent base, develop and implement HRPs, adequately implement employee equity plans, gather data on high potentials, develop competence profiles for all employees or use internal job process and policies to facilitate growth and movement within the organisation.

In a situation where the HRPs, employee equity plans and competence profiles are lacking, how will the managers determine which employees to include in the succession plans? Succession planning is a motivating factor and it can be part of internal job processes or movement. Poor succession practices means that employee growth is curtailed and this may be reflected in employees' performance.

Surprisingly, findings show that municipal organisations tend do well in other succession management processes such as the use of skills audits, and making competence and experience a prerequisite for senior and critical jobs; and they interview job applicants using competency-based techniques. However, the use to a certain extent of succession practices mentioned above does not necessarily mean these practices are part of a formalised succession management strategy. These practices are still done on an ad hoc basis and processes are not fully integrated.

The researcher is of the view that successful succession management should be an integrated process that is informed by the way managers identify, acquire, manage, engage, develop and retain talent. It should be driven by appropriate talent metrics that can successfully collect information, analyse and disseminate information to inform the entire succession management process.

6.4.6 Information technology: human resource information systems

The evolution of computer technology for information requirements for effective management of human resources in an organisation has been greatly enhanced by the creation of HRIS (Thite, Kavanagh & Johnson 2012, p. 6). Technology provides "a platform, or systems, processes and infrastructure that drive data and talent analytics" (CIPD & ORACLE 2013, p. 2). HR draws insight from data provided by the HRIS to stimulate change and improvement in the organisation. This study sought to find out whether municipal organisations make use of HRISs in the talent management processes and activities. In addition it wanted to find out about the nature of such systems: are they computerised, fully HR systems and do they cover all the HR activities?

In its simplest form as Beadles, Lowery and Johnson (2005, p.1) assert, a HRIS is one that is "used to acquire, store, manipulate, analyse, retrieve and distribute pertinent information about an organisation's human resources". Key findings for this study revealed a Human Resource Information System in municipal organisations that has limited coverage of all HR activities and with an average rating in terms of being effective in handling data and delivering HR decisions. These findings are similar to other studies that indicate HRISs used in many organisations had not yet reached their full potential (Beadles, Lowery & Johnson 2005, p. 39; CIPD & ORACLE 2013, p. 3).

Findings further indicate that the HRISs in most of the responding organisations are not complete. They are just customised to meet certain HR functions. One of the interviewees made intriguing comments about the HRIS in his organisations:

> We have an HR system and it is an ERP system that is oracle HMS that is used across the world. However the problem with us is that we took the oracle HMS and customised it to how we do things in our organisation. [opinion] It would have been better if we run everything on one platform because at the moment an employee would call HR and say can you check for me how many leave days I have and at the moment. That information is kept on payday and not on oracle HMS and a person would maybe call and say I'm not sure when my bonus is due, we are HR but we can't tell the person and we will then have to refer the person to finance. If all the information was in one place, then it would be easier to give proper service to an employees, where an employee can walk into one place and say please sort out all my HR issues where is be leave or bonuses or injuries. Having a system is all well and good, but it needs to have

> processes that support it because Oracle is the best in the world but I think where we fail is having processes to support what happens in the system.

From the extract, it is clear that HRISs in most municipal organisations do not fully support HR functions, and information sharing is curtailed by the lack of one centralised system to handle all the HR activities. The failure to have one centralised HR system, according to the researcher, is likely to cause delays in information processing, and ultimately, this could have a serious impact on the entire performance of the HRIS. It should be remembered that an effective HRIS is a necessity for effective information sharing and it aids in ensuring that vital decisions are made at the right time. In addition, it acts as the backbone of an integrated talent strategy and HR system.

6.4.7 Talent analytics

Khatri (2014, p. 1) asserts that "talent analytics provide valuable insight for data analysis in talent acquisition, talent retention, talent development and succession planning". Davenport, Harris and Shapiro (2010, p.3) also assert that "analytical HR collects or segment data to gain insights into specific departments or functions," while Lawler, Evensong and Burden (2004, p.4) suggest that organisations use talent analytics in order to understand how HR practices and policies impact on organisational performance and that this is "a powerful way for HR function to add value".

One cannot underestimate the part played by talent metrics in effective talent management strategies for the retention of talented employees in organisations. The metrics can be used to measure employees' productivity, turnover, employee engagement, cost of hiring, retention costs, and value of potential employee and level of employees' satisfaction. By using these analytics, or metrics, HR. managers are able to estimate, their current and future talent needs, the costs of hiring, and costs to develop and retain talent. The implications of framing talent decisions around metrics include questions about the extent to which decision makers search for pertinent information to guide their decision making and satisfy the level of information required before managers feel they can make a decision and stop the process of gathering information (Simon 1979).

There are vital talent metrics that need to be considered by organisations as part of their talent strategy. These may include vacancies as a percentage of posts, time to fill outstanding posts, impact of the departure of key employees to business, and exit interviews. However, when one looks at the findings from this study, one finds that with the exception of exit interviews, which are reported by responding municipalities to be quite common, the rest of the recruitment metrics mentioned above are not commonly used or applied to gather talent data in municipal organisations. Despite these claims, key findings indicate that the impact of the departure of key employees to business is rarely measured.

Without using key talent metrics mentioned above, municipalities are just hiring to fill critical posts, but do not go far enough to find out how much it would cost to fill those posts, and what value the new hire would add to their organisations. By failing to measure the vacancies as percentage of posts, how can they estimate the seriousness of turnover in their organisations? To sum up, key findings seem to point to a situation where many municipalities do not often use talent analytics to support major decisions relating to recruitment and hiring.

Generally, the use of talent metrics has been found to be poor and limited. These finding are, however, not far from the general trend in regard to talent metrics in many South African organisations. For instance, the HR standard audits that were completed on 10 South African companies in the month of August 2015 by the South African Board of People Practitioners (SABPP) measuring HR success (metrics) and TM are among the HR practices that are rated the lowest, with a rating of 4.6 for HR metrics and 4.7 for TM. This is a clear indication that many organisations are still performing poorly in talent analytics and the HR managers in all the sectors of the economy will have to devote more attention on ensuring that appropriate HRISs are in place, and effective practices in dealing with talent metrics are implemented.

6.4.8 Employee engagement

While employee engagement has become prominent and popular among managers in organisations who believe that it has positive impact on employee performance and therefore should be leveraged, findings from this study indicate that municipal organisations are giving less priority to it. Lockwood (2007) asserts that "HR leaders, as well as managers, have the mission to build and sustain a workplace environment that fosters engagement and is also attractive to potential employees" (p. 11). Welch (2011, p. 341) suggests that organisation engagement is " a dynamic, changeable psychological state which links employees to their organisations, manifest in organisation member role performances, expressed physically, cognitively and emotionally, and influenced by organisation-level internal processes".

Dalal, Baysinger, Brummel and Le Breton (2012, p. 313) offer a comprehensive and rigorously tested research and theory on employee engagement. They assert that job satisfaction and employee engagement, more than other attitudes, are important in determining overall employee contributions to the organisation. They further conclude that employee engagement is the most important "predictor of OCB across all their analysis" (p. 314).

This study has pointed out a number of key drivers of employee engagement that managers need to consider as part of their engagement programmes. These are relationships, total rewards, opportunities for growth and quality of work-life (Baumruk 2006, p. 25). Organisational culture and well-being of employees are usually seen as some of the main factors that have a great impact on employee engagement. Employees need to be associated with organisations that have "strong and authentic values, with clear evidence of trust and fairness based on mutual respect, where two way promises and commitments – between employers and staff – are understood, and are fulfilled" (Schmidt, Corey & Keyes 2003, p. 9).

When it comes to the status of employee engagement in municipal organisations, more than 50% of responding organisations indicate that their organisation have engagement programmes in place, but when it comes to implementation, they fall short of the required standards. For instance, the majority perceive their organisations as doing little in terms of building an organisational culture that is characterised by trust, fairness and integrity. Yet, as Schmidt, Corey

and Keyes (2003, p. 3) assert, "The well-being of employees is in the best interests of communities and organisations. The workplace is a significant part of an individual's life that affects his or her life and the well-being of the community". Markos and Sridevi (2010, p. 104) also assert that "if an employee sees the stated values of an organisation being lived by the leadership and colleagues", a sense of trust in the organisation is more likely to be developed, and this "constitutes a powerful enabler of engagement" (Markos & Sridevi 2010, p. 104). The more employees are engaged, the more they are committed to the organisation, and this may lower the degree of their intention to leave the organisation.

The study notes that satisfactory opportunities for development and advancement of employees and the encouragement of independent thinking through giving employees more job autonomy and freedom creates a chance for them to freely choose their best way to do their work. The study has established that this is not a common practice among municipalities. Engaged employees can go an extra mile when making productive decisions. The fact that engagement drivers, such as giving adequate opportunities for growth, career management, creation of a challenging job and employee recognition are pointed out by respondents in the study as those that receive no, or little attention by these organisations, is an indication of the state of low engagement in the responding municipal organisations. This study replicates similar findings to those in the 2nd Annual PDT State of Employee Engagement Report 2015. Findings from this report reveal that 84% of South African employees would want more effective employee engagement and 80% believe that their work performance and motivation would be better if their companies engaged more effectively with them.

One particular area where municipalities are performing rather better is to do with work- life balance programmes such as health and safety. Similar sentiments are expressed also in the SALGA report (2010). Many municipalities have tried to implement health, safety and work life balance programmes

Deer and Jago (2015, p. 467) suggest that low engagement levels relating to these work and life elements, if not addressed through well-developed and relevant training programmes, "the provision of promotional opportunities, and the genuine interest by managers in the well-being of

employees' family and personal lives, then staff turnover will be much higher than acceptable, particularly among those staff who are more talented and have other career opportunities".

6.5   TALENT MANAGEMENT PRACTICES

One of the study objectives was to find out which talent management practices municipal organisations use to effectively manage their talent to ensure attraction and retention of the best employees. Major talent practices that are depicted in the study findings include Performance Management, Training and Development, and Compensation. One should note that these practices are linked to each other and are not separate from other HR activities that have already been identified in the study.

6.5.1   Performance management practices

The study sought to find whether municipal organisations implement effective Performance Management Systems to effectively evaluate their employees and to know whether such systems are geared towards the growth and development of all the employees. Apart from investigating whether performance management systems are effectively implemented, the study also noted the obligation placed on municipal organisations by the Local Government: Municipal Systems Act (Act 32 of 2000) and Local Government: Municipal Planning and Performance Management Regulations, Act 2001, to establish, develop and implement a performance management system (PMS). In particular, Section 41 of the Act stipulates that the core component of the PMS must: set appropriate key performance indicators (KPIs) as a yardstick for measuring performance, including outcomes and impact with regard to the municipality's development priorities and objectives set out in its integrated development plan (IDP). It should also monitor performance, measure and review performance at least once per year (National Treasury 2011, pp. 119-120). Ideally this would mean that a performance information system for all employees should be developed, integrated and aligned to organisational goals.

The literature review further indicates that there is a significant decline in public perceptions of municipal service delivery performance in recent years (National Treasury 2011, p. 119). This has made it imperative that municipal organisations take a second look at their performance management systems. While the PMS is intended to reflect on the relationship between overall

performance of the municipality and the performance of individuals employed in the municipality, key findings tend to point to a weak PMS in most municipal organisations.

Performance Management, as defined by Department of Local Government (DPLG), is a strategic approach to management, which equips leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organisation in terms of indicators and targets for efficiency, effectiveness and impact. A similar definition is given by Aguinis et al. (2013, p. 2), who assert that a PMS "is a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning performance with strategic goals of the organisation".

6.5.1.1 Characteristics of a Performance Management System

Key findings in this study reveal that many municipal organisations' PMSs are based on a clear set of goals and are on average realistic and fair. According to Bevan (2014, p. 5) a good PM system by itself should "comprise a robust set of processes which good managers will use well to motivate, involve and direct the efforts of staff". It should also provide a good vehicle for feedback and discussion of training and development needs". Accordingly, organisations need to develop career development and growth plans for their employees and these must form part of the planning phase. These plans must be linked to the organisational objectives of ensuring that employees performance is effectively managed with a view to improve overall service delivery in the organisation.

6.5.1.2 Linking the Performance Management System to IDPs

In case of municipalities, employee development plans must talk to and should be in line with the priority indicators and targets as contained in the IDPs. Findings indicate that slightly over half of the responding organisations link employee growth plans to IDPs. This is quite a worrying scenario because municipal performance management systems need to respond to IDP outcomes. It should be emphasised that if PMs are not linked to the IDPs, it becomes difficult to measure organisational performance outputs in relation to business plans and this may have serious implications for organisational planning and projects.

The significance of linking individual growth plans to the organisational IDPs and organisational objectives cannot be underestimated. A study by CIPD (2009, p. 14) reveals that the general opinion of those who were interviewed, "is that a PMS is more useful when it aligns individual objectives with business goals and help individuals to understand the contribution they are making and how their role fits into the overall strategic business objectives". "Clarity and line of sight between business, team and individual objectives are important if effective tracking against KPIs is to be seen as a credible measure of the impact of performance management" (CIPD 2009, p. 11).

6.5.1.3 Performance Management System as a credible measure of performance

For a PMS to be seen as a credible measure of impact of performance management, in addition to being valid and reliable, it should be able to provide feedback on time and it should be regularly reviewed and updated. With just a quarter of the responding municipalities indicating that their organisations' PMS provides feedback on time, there is a clear indication that municipal organisations have got a long way to go in this regard. These findings emulate findings from the study that was conducted by Corporate Leadership Council (CLC) (Bevan 2013) which showed that just 30% of the 19 000 people who were involved in the CLC research said "they were satisfied with the feedback they get". The failure to provide feedback on time is worrying because the essence of any PMS lies in the provision of timely, fair and accurate feedback.

Effective performance reviews, ideally including transparent feedback, mentoring, active listening, and transference of skills from managers to employees, have the greatest impact on an organisation's ability to retain, attract and enhance staff commitment. By giving fair and accurate feedback, one ensures that the system can be reviewed and up-dated regularly. While a slight majority of just over half of the responding municipalities in this study indicated that their PMSs are reviewed and updated regularly, to a great extent, reviewing and updating PMSs in many municipalities remains underestimated. The limited feedback given by managers is also revealed in a study that was conducted by Career 24 in 2012, which revealed that managers "spend less than 20 % of their time providing adequate feedback to employees" (Career 24 2012, p.14).

6.5.1.4 Using Balance Score Card as measure of performance

According to Pulakos (2004, p. 3) effective PMSs have "a well-articulated process for accomplishing evaluation activities, with defined roles and timelines for both managers and employees". This study reveals that municipal organisations have developed scorecards to assist in measuring overall organisational performance, but as previous studies have stated, the actual translation of these scorecards into individual performance agreements for senior management is often weak (National Treasury 2011, p. 119). In addition, the 2013 Mercer's global performance management survey also indicate that the metrics used to evaluate performance management "concentrate on compliance measures, with relatively few companies focusing on anything of a strategic nature" (Mercer's Report 2013, p. 8).

6.5.1.5 Linking Performance Management to other HR processes

CIPD (2009, p. 2) suggests that "performance management systems should be linked to various aspects of the business, people management, individuals and teams". The full process of PM should extend to all organisational policies, practices and design features that interact to produce employee performance (Saks & Saks 2010, p. 125). It would be impossible for a manager to evaluate employee performance without touching on those factors that would motivate or demotivate an employee at his or her work place. Employees, for instance, would want their performance evaluation to be linked to rewards growth and development plans. For management, an effective management system, therefore, will be one where information is shared, and data collected from one department, or for a specific purpose, can be re-used in another department. For instance, data collected in the training department can be used to inform decisions, let say, in the HR or finance department. Employees who perform well need to be recognised, or compensated for the extra effort they put in. Hence it becomes imperative that performance management be linked to employee rewards. In this way, exceptional, or even good performance can be rewarded. However, the study indicates clearly that there is very limited linkage or alignment with other key drivers, or activities such as training and development and compensation. The importance of linking PM and other HR functions cannot be underestimated. According to Salem (2003, p. 2), a PMS "acts as a means through which employee performance can be improved by ensuring appropriate recognition and reward for their effort and by

improving communication, learning and working arrangements". In the study that was conducted by CIPD (2009), most respondents expressed the need to align performance management with a range of activities. For instance, the majority (69.6%) of respondents wanted it to be linked to at least four other HR processes and 57.8% suggested that it should be linked to at least five. Those HR activities that most respondents cited were learning and development, career planning, coaching/mentoring and talent management.

6.5.1.6   Cascading Performance Management System to other levels of employees

Since "performance management can be regarded as a systematic process by which the overall performance of an organisation can be improved" (Yadav & Dabhade 2010, p. 54) it should not be seen as a process targeting specific categories of workers, individuals, or focussed only on certain levels in the management hierarchy. A good performance management system should be cascaded to all levels of employees. Depending on the nature of the organisation's goals (Pulkos 2009, p. 2) "it may be difficult to cascade them down clearly to some jobs, for example, general maintenance and support jobs". Nonetheless, he continues to assert, "to the extent possible, the most effective practice is to establish a hierarchy of goals where each level supports goals directly relevant to the next level, ultimately working toward the organisation's strategic direction and critical priorities" (Pulkos 2009, p. 2).

The significance of linking a PMS to all levels of management seems to be greatly underestimated by the responding municipalities as the majority of the respondents believe that their organisations had not done enough to ensure that the system is cascaded to all employees. While good practices of performance management require that a PMS be cascaded to all levels of management, key findings reveal that a significant number of the respondents who participated in the interviews unanimously agreed that municipal PMSs normally concentrate on managers under s57 and the rest of the employees are neglected. One interviewee had this to say about her PMS:

> Oh I am ashamed of myself; there is no performance management in my organisation. It is not even practiced at the senior level where is supposed to start and cascaded to us. (Interviewee 7)

The shortcoming of this kind of performance management process is that it leaves out the bulk of the employees. The consequences of this kind of situation are that most employees in the organisations are not evaluated or monitored, or feedback given, for them to improve where they would be found to be underperforming. For instance, another employee had this to say when he was asked how he would tell which training programmes to offer his employees:

> But I would know that for the CFO to do his or her job, for instance, this is what I will focus at even though there would be no plans to assess according to expected standards. You know, sometimes you just need to do your work knowing that this is what is needed, so you intervene and that's that. (Interviewee 2).

6.5.1.7 Using Performance Management for motivation and employee growth

Effective performance management can be used as a tool of motivation through recognition, rewarding exceptional performance, and identifying employee weaknesses and assisting accordingly through training and development programmes. By cascading a PMS to all employees, you are ensuring that they are all evaluated and benefit from the organisational performance management process. This has a positive impact on the retention and service delivery in the long run. The dilemma faced by municipal organisations that do not effectively implement performance management is how to identify employees to promote, reward or offer recognition. In addition, how do they decide whom to include in their talent development and succession programmes?

Finally, it should be noted that a sound and effective management system for any municipal organisation should ensure complete compliance with policies, procedures and regulations, related to performance management in the local sector. Findings from this study reveal high levels of compliance from most of the responding organisations. However compliance should not be seen as an obligation to abide by rules or legislations. Compliance must be seen to be part of a broad performance management system informing an effective retention strategy for all the employees, and especially those in critical positions and those with scarce skills.

6.5.2 Compensation strategy and practices

Organisations use compensation to reward performance. Rewarding performance usually involves monetary and non- monetary compensation and benefits. This study sought to find out

how municipalities reward their employees. The study also wanted to find out the extent to which municipal organisations' compensation practices conform to the Total Reward Strategy.

6.5.2.1 Total Rewards Strategy

Compensation has been cited as one of the most important factors in the attraction and retention of talent. Mosqueda, a compensation practice leader at Lockton companies, says that "the economic downshifting has sustained a thought-provoking human resources question in most companies today, leading to the questioning of how managers can rethink their retention and recruiting strategies" (Mosqueda 2008). The answer seems to lie in the redesigning of compensation strategies. Similarly, Heneman (2007, p. 3) asserts that "compensation and benefits" have given way to "total rewards", which encompasses not only compensation and benefits, but also "personal and professional growth opportunities and a motivating work environment (for example, recognition, valued job design, and work/life balance)" (Heneman 2007, p. 3).

Terere & Ngirande (2014, p. 486) found a positive relationship between rewards and employee retention and suggest that "employers should try to create a total reward structure that includes both financial and non-financial rewards". They further suggest that an organisation's talent compensation strategy "should be able to attract the right quality of employees, retain suitable employees and also maintain equity amongst the employees". A compensation system that an organisation offers to its employees plays an important role in determining the commitment levels of employees and their retention. "Rewards do not only fulfil financial and material needs, but they also provide a social status and position of power within an organisation" (Terere & Ngirande 2014, p 482).

This study assessed municipal compensation practices in relation to the successful implementation of Total Rewards Strategy. It came out clearly that in most of the responding organisations the concept of Total Reward Strategy is still new and very few, if any, of the these organisations have implemented this strategy. Surprisingly, in one of the recent surveys on total rewards conducted in the autumn of 2011 by Aon Hewitt, one-half of companies are expecting total rewards to help them improve their ability to engage, retain, and attract talent, while a

similar percentage see total rewards as a key lever to help drive improved business results (Aon Hewitt 2012, p. 15). Furthermore Kaplan (2007, p.18) suggests that "through its people strategy development and total rewards design, HR serves as a change agent, helping to connect the dots to reveal a picture of workforce synergy, with everyone focused on the attainment of common business goals".

While the literature on compensation and reward strategies continues to advocate for redesigning strategies into total rewards strategies, the question to ponder is: to what extent have municipal organisations redesigned their compensation strategies to make them more attractive to their employees? The key findings have revealed that more than two-thirds of the participating municipalities have not developed total reward strategies. These findings are replicated in other studies and surveys. For instance, according to Aon Hewitt (2012, p. 10), organisations are putting great interest in finding ways to unlock the potential that total rewards offers as a management tool, but "are struggling to find the right combination". Furthermore, a total rewards strategy as Aon Hewitt (2012, p. 22) suggests is "the map that guides the management of rewards programmes, yet it seems as though most firms have chosen a destination but are navigating without a map".

Considering the above assertions, it seems clear that many firms or organisations are still a long way from the total implementation of total rewards for their employees. Municipal organisations should not take this lightly or for granted. What is clear today is that many of those organisations are now spending huge sums of money and putting a greater effort into the re-designing of their reward strategies (Aon Hewitt 2012; Howard & Dougherty 2011; Jean-Claude 2007).

6.5.2.2 Benefits of a Total Rewards Strategy

The reasons for the redesigning of compensation strategies is because traditional reward systems do not communicate or support strategic business priorities and are inflexible and not reflective of business results (Jean-Claude 2007, p. 3). A total reward approach can result into "well-structured reward systems, which can enhance satisfaction and fairness" (Howard & Dougherty 2011, p.41), "motivate performance excellence while sending out a strong message about what is important to the business" (Jean-Claude 2007, p. 3) and can lead to more "personal and a

stronger emotional bond between employees and the company" (Aon Hewitt 2012, p. 4). These kinds of benefits make it imperative for municipalities to consider the redesigning of their compensational practice into modern strategies such as the Total Reward Strategy,

6.5.2.2.1 Total Reward Strategy as a motivating and retention strategy

Findings from the study, to a large extent indicate that compensation strategies in municipalities include both monetary compensation and non-monetary benefits. However, they fall short of including development opportunities for employees. In addition, a significant number of the responding organisations in the study reveal that municipal pay systems do not attract high performers and those with high potential through the provision of meaningful pay differentiation to high performers or high potentials based on both base and variable pay (Howard & Dougherty 2011). This limitation as seen in current literature is likely to undermine retention efforts in organisations (Jean-Claude 2007; Howard & Dougherty 2011; Kaplan 2007; Willis 2000).

6.5.2.2.2 Total Reward Strategy for promoting justice and fairness

Research on compensation pay systems has advocated for reward approaches that include benefits such as fairness and recognition. Organisations link rewards to performance objectives and should promote justice and fairness among the diverse groups of employees. If compensation is not linked to performance, it becomes difficult for employers to give recognition where it is deserved, and issues of unfairness may creep in.

For organisations such as the municipalities, which comprise diverse groups of employees, issues of equity, justice and fairness are of paramount importance and an effective pay system should be informed, among others, by these attributes. This is to ensure that employees do not perceive the pay system as being unfair. Moreover, "pay systems are strategically designed when rewards are linked to activities, attributes and work outcomes that support the organisation's strategic direction and foster the achievement of strategic goals" (Howard & Dougherty 2004, p. 41).

The fact that the key finding for this study reveals municipal pay systems that are not designed to promote justice and fairness is a worrying factor, because perceived unfairness in pay systems may lead to stress, which may subsequently, contribute to costs of turnover, accidents and illness

(Howard & Dougherty 2011, p 42). Furthermore, perceived unfairness arouses "dysfunctional emotions, including anger, depression and anxiety that can contribute downstream to undesirable responses, including theft, absenteeism and alcohol use" (Howard & Dougherty 2011, p 42).

6.5.2.3   Compensation and Compliance

Key findings on compliance to the legal prescripts and to the corporate governance by respondents on organisational pay systems show high levels of compliance. However, these findings may be viewed sceptically. The reason for this is that good corporate governance would be promoted by fair and equitable elements, which according to key findings for this study are lacking in the municipal pay systems. For instance, the COGTA Report (2009) shows gender salary gaps and gaps among employees belonging to different ethnic backgrounds (COGTA 2009, pp. 68-69). One probable explanation is that such compliance does not translate into expected outcomes.

6.5.3   Training and Development practices

Training refers to "a systematic approach to learning and development to improve individual, team, and organisational effectiveness", while "development refers to activities leading to the acquisition of new knowledge or skills for purposes of personal growth" (Aguinis & Kraiger 2009 p. 451). Training and development is also described by Niaz (2011, p. 43) as the "process to obtain or transfer KSA (knowledge, skills and abilities) needed to carry out a specific activity or task; therefore, benefits of training and development both for employers and employees are strategic in nature and hence much broader". These two management processes or practices are normally linked when being applied in the work environment.

Bearing in mind the benefits that are likely to result from the successful and effective implementation of training and development in organisations, they are now re-examining their current practices in relation to the way they train and develop their employees. Training and development (T&D) should be based on principles; that is, they must be driven by a crystal clear policy; be perceived as an integrated process which is linked and integrated with other processes such as recruitment, selection, performance management and succession planning. Employers need to establish employee development plans and this must be a joint responsibility involving

the employee and the line manager and must be linked to current competences, performance management outcomes and organisational needs.

6.5.3.1 Aligning Training and Development to the National Capacity Building Framework

Municipal organisations need to align T&D practices to the ideals of the National Capacity-Building Framework (NCBF) for the local government. Within this framework, individual municipalities can work to ensure that each institution's human resource training and development practices are aligned to the institution's strategic developmental objectives in order to achieve proper institutional skills audit and assessment. The findings from the study were not conclusive. This could mean that many managers are not conversant with or aware of the framework, thus making it difficult to comment about it.

6.5.3.2 Training and Development as a continuous learning process

According to Mothae (2008, p. 820) continuous training and development is necessary to encourage and foster learning for managers for a successful transformation in the local sphere of government. In addition, the training process should focus on a long term approach on recruiting people with relevant aptitudes. Key findings from the study still tend to be inconclusive, probably an indication that many municipal organisations do not have a formal training and development approach pertaining to this aspect. These findings tend to corroborate other findings of this study, where a significant majority of the respondents do not believe that their organisations have developed mechanisms for anticipating shortfalls in specialists and technical skills. This probably indicates that succession planning is not linked to training and development practices in municipal organisations. And yet, succession planning and leadership development are key processes in assessing and developing an organisation's leadership talent (Day 2007, p. 2).

Municipal organisations need to realise that financial investment in human resources training and development at management level is a driving force behind transformation. It is therefore imperative for institutions to gain both strategic and operational advantage by increasing investments in training and development programmes. Municipal management training and

development could contribute towards enhancing South Africa's development potential by "turning the working environments into learning institutions, and eventually nurture talent" (Mohlala, Phago & Mpehle 2014, p. 226).

6.5.3.3 Training and Development as a strategy for motivation and career growth

Formulating clear individual career goals along with development opportunities for all employees can enhance employee loyalty and job satisfaction. This assertion supports objective (h) of the National Capacity Building Framework which stipulates that strategy formulation for effective acquisition and retention of the best talent needs to be promoted through effective policies, processes and systems to facilitate new entrants and post school learners into the local government through mentorships, internships, holiday work programmes, career pathing, and exposing learners to careers in the local government.

The important question here is how far municipal organisations have gone in ensuring that they create opportunities for employee coaching and mentorship programmes, internships for new entrants and developing of career plans with career path goals for their employees.

Key findings have revealed that in many municipalities, management has created internships for new graduates and some bursaries for new employees. However, respondents indicate that these programmes have not yet yielded the desired results. And one of the reasons participants cite for this scenario is the failure of municipal organisations to put in place retention strategies to retain those on internship and those that benefit from bursaries.

Key findings reveal that most participants in the study believe that their organisations have done little or nothing towards the development of career plans with clear path goals for each employee. Training and career development have been suggested as they are significantly associated with the intention to stay, and this is consistent with the results of existing literature (Chee Hong et al. 2008, p. 514). In addition, due to the lack of clear career plans, participants also see little or no existence of accelerated development programmes based on leadership and management competences. This lukewarm response by municipalities towards the development of career plans with clear path goals is a concern considering the importance attached to it by the current literature.

For instance, the COGTA Report suggests that organisations need to give specific attention to career-pathing, defining and enforcing minimum competencies posts, better investment in apprenticeships, applicable programmes for politicians and relevant management and leadership training (COGTA 2009, p. 65). Managers should link effective career planning with growth opportunities for employees. Niaz (2011, p. 54) observes that "it is not only a social but a moral responsibility of the organisation to groom their employees beyond their current roles and offer opportunities to learn and grow, for their career and social mobility". Moreover, as Simon (2012, p .9) also observes, "Career development does not always mean promotion, though it certainly can, but can be any additional responsibility, an opportunity to supervise other employees, coach or train others".

Research suggests that organisations should encourage on-going training and development (Simon 2012, p.9). Similarly, Michaels et al. (2001, p.14) suggest that development and learning are critical to attracting and retaining employees because "talented people are inclined to leave if they feel they are not growing or stretching," an indication that once training activities are stopped, employees may try to look for other places where training and development is implemented on an on-going basis.

Organisations should encourage the use of programmes such as mentoring and coaching in developing employees. In the study on retention, conducted by the Hay Group in 2012, mentoring was identified as one of the important retention tools and one that can pass on corporate insight to employees (Simon 2012, p.9). The CIPD (2008) learning and development survey, which provides data on current and emerging trends and issues in learning and development, identified coaching as the most used development initiative, with 71% of organisations undertaking coaching activities, and with a similar proportion of 72% finding coaching to be an effective tool.

While the current research has continued to show the popularity of mentoring and coaching as the most common training and development programmes, and perhaps the most successful among development interventions, key findings in this study show a lack of awareness or communication in organisations. A large number of participants are unsure whether their organisations use coaching and mentoring as part of their training and development programme.

In a broader context, training and development practices in municipalities can be described as still ad hoc and falling short of the desired results.

6.6   OBSTACLES TO TALENT MANAGEMENT ACTIVITIES

Participants identified obstacles or challenges that they consider as impediments to the implementation of successful talent management programmes. Lack of leadership and management capacity to handle talent management issues was identified as by far the major obstacle that makes the implementation of TM a complex affair. This lack of capacity may also be linked to the poor understanding of what is entailed in TM and why TM has become imperative in organisations as has been evidenced in some of the key findings in this study.

According to Creelman (2004, p. 3), a talent mind set must be driven throughout the organisation and this is not possible without good leadership to drive and promote effective talent management. The shortage of skills to drive talent programmes in organisations is not only restricted to the municipal sector alone. This shortage of leadership talent is a major global problem. For instance, many companies face similar challenges as they seek to operate on a global scale (Farndale, Scullion & Sparrow 2010, p. 161). The onus, therefore, is on every organisation, including municipalities, to develop and implement retention strategies that can deal with talent shortages.

Diversity and equity issues are also rated as being high on the list of the challenges that hinder effective implementation of TM programmes. Obviously, the challenges here relate to the TM approach that may be chosen by a particular organisation. Where an inclusive approach to TM is followed, there are likely to be fewer challenges than in a situation where a differentiated approach to TM is followed. The question then is how a manager can target those considered as potential, or those in critical positions for differentiated development, without offending the rest of the employees, who may believe that they are all equally qualified. What about the issues of equity and affirmative action? How are potential and critical positions determined? Answering all these questions needs managers who are knowledgeable in issues related to Talent Management.

People with the necessary skills are reluctant to work for municipalities due to the politicisation of municipal workplaces, nepotism, restrictive government policies and legislation. These were additional challenges that responding municipalities identified as obstacles to TM programmes. The interview participants were very emphatic on these two factors. They indicated that politicisation is becoming a norm and this is seriously affecting good HR administration, good governance and service delivery throughout the municipal sector.

Coupled with the issue of politicisation is the increasing involvement of unions in municipal affairs. Findings in the study that was conducted on the city of Cape Town (Keketso & Rust 2011, p. 2231) revealed disagreements between unions and management on issues related to TM. This indicates a huge challenge in that processes like succession planning and recruitment are constantly in jeopardy as unions are likely interfere in them .

According to the COGTA Report (2009, p. 67) there have been claims by organised labour of nepotism and favouritism, which has resulted in erratic appointments and promotions. Cases have also been cited where posts are filled without being advertised; people are appointed for posts that do not exist, and job evaluations and job descriptions are not in place. Interview participants noted political interference of the councillors in recruitment and the poor relations between labour and management, cited in the flouting of procedures and policies for sound human resource practices. Issues of bureaucracy and legislation are identified as challenges limiting the employees' independence in deciding on what to do or implement (Keketso & Rust 2011, p. 2231).

6.7   CONCLUSION

This chapter has provided discussion of the research findings that emanate from this study. Findings are discussed in relation to the variables that are included in the research questionnaire and Themes developed from the results of the quantitative phase. Findings relating to talent strategies currently employed by municipalities were discussed first. The last section of the chapter discussed talent management practices and the challenges or obstacles that hinder the effective management of talent in municipal organisations.

The following chapter will discuss conclusions and recommendations.

CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

7.1 INTRODUCTION

This study set out to investigate and describe talent management strategies and practices currently used by South African municipalities, with the intention of adding to the current understanding of the concept of Talent Management (TM) in South African Municipal Organisations. The investigation has explored the wider implications of TM relating to HR practices and assessed how managers in municipal organisations understand and implement it in the attraction and retention of the best employees in this sector. This chapter draws conclusions and provides recommendations that could assist managers and HR practitioners to craft effective talent management strategies to attract and retain talent in the municipal sector.

The study is undertaken at a time when the local government sector is facing constant protests, which are related to people's dissatisfaction regarding service delivery, poor governance and widespread resentment of the failure of municipalities to take action. Various studies have suggested inadequate relevant human resources (HR) policies, poor accountability systems, poor performance management systems and poor talent strategies as major factors that have contributed to this problem (COGTA 2009; SALGA 2010). Subsequently, the Government proposed a Local Government Turnaround Strategy (LOGTAS 2009) for municipal organisations. One of the five priorities of the LOGTAS is for municipalities to develop effective strategies to attract and retain the best talent and prevent staff turnover and poaching of skilled staff (Moya 2010).

This study has proposed that attraction and retention of the best talent in the municipal sector could be partly achieved through the implementation of effective talent management. Hence the researcher has further recommended that managers urgently require more knowledge in TM to assist them develop strategies that can help to attract and retain the best talent. The key findings are based on both the theoretical review of literature on the concept TM, and its current application in the workplace, and on the empirical findings of the study. The theoretical reviews of literature in chapters 2 and 3 established the theoretical background and conceptual understanding of the concept, its current implications for human resource

management, and how practising managers are employing talent strategies to drive their talent retention in organisations, especially in the local government sector. The methodological approaches, quantitative and qualitative, investigated talent strategies and practices in the municipal sector with a view to suggesting recommendations that would assist HR policy makers in the local government sector craft talent strategies to enhance the retention of talent in these organisations.

7.2   SUMMARY OF THE STUDY

Although current literature has not yet established a common understanding of what constitutes TM among HR practitioners, one factor that has emerged is that TM has a central role to play in the effective management of employees in organisations. Its presumed role in employee retention in an era of high paced technology, a mobile workforce, plus the unending competition for talent among employers in various sectors, has significantly brought to the fore the pivotal role that TM plays in the survival of organisations.

While TM has become pivotal to survival in the profit-driven, competitive environment today (Kibui, Gachunga & Namusonge 2014, p. 417), the meaning of the concept itself still remains confusing and there is still no common agreement on its main objectives, at least as far as this study is able to establish. Using a research design that was primarily exploratory and descriptive in nature, and using a mixed method research approach, the researcher advanced an evidence-based argument that presents TM as a key factor in the recruitment, selection, development and retention of talent in South African municipalities.

As part of the research design, an email survey was conducted; using a non-list probability based sampling technique to assemble a target population of 138 managers from selected municipalities. Of this target population, 58 managers eventually agreed to be sent the survey questionnaire. The 58 managers became the sample of the study out of these only 23 questionnaires were returned. In addition, an interview was used in the second phase of this study to collect additional data from the interview participants. Four participants from the metropolitan municipalities and three from each of the local and district municipalities took part in the interviews.

The overall response to the request to take part in the study was 40%, with the most positive response coming from the metro at 80%, followed by district municipalities at 58%, and last, the local municipalities at 29%. Of the ten participants in the interviews, four (40%) were from the metro and three (30%) from the district. Another three (30%) were from the local municipalities.

Data collected in the survey were tabulated and analysed using the descriptive statistics generated by the statistical package for social scientists (SPSS). A reliability analysis was also conducted on six selected groups of variables with a view to understanding the level/degree of internal consistency and the reliability of the variables in the group scale. Furthermore, this analysis established the degree of internal relatedness among items under a given group. Findings indicated a high degree of internal consistency, with a Cronbach's Alpha which was above 0.80 for all the six groups. The responses from the survey questionnaire were used to design the research questions for subsequent face to face interviews. Respondents from the interviews helped the study in providing a total representation of experiences, and provided additional insights, clarification and new ideas.

7.3   EMPIRICAL FINDINGS

The main findings were discussed in chapter six. This section synthesises the key findings to answer the study's four research questions.

7.3.1   Research Question 1: What talent strategies do South African municipalities employ implicitly or explicitly to attract and retain talent?

Evidence from the study has clearly established that municipalities have not put in place a formalised approach to talent management. Majority of the participants feel that talent practices are not integrated and aligned to organisational goals and needs (Keketso & Rust 2012, p. 2221).The general perception of the participants is that talent management practices are partially aligned, or not fully integrated, with organisational goals and needs. In other words, organisations seem to work in 'silos' and talent activities tend to be basic, ad hoc and segmented. Talent practices, to a great extent, comply with regulatory requirements but with limited or no talent strategy, complying with the minimal stakeholders' requirements, but not aligned and integrated to business strategy.

However, the study managed to identify a number of ad hoc and segmented talent strategies that are currently used by municipalities to attract and retain talent. These are discussed below:

7.3.1.1 Recruitment and selection

In the absence of a formalised approach to talent management, the study was unable to present a distinctive talent strategy that drives talent retention in municipal organisations. However, the study has been able to identify various practices that to a certain extent may qualify to be classified as components of a talent strategy. For instance, in the case of attracting, recruiting and selection of talent, there is no formal talent strategy in most municipal organisations in place to recruit and retain talented employees. Nonetheless, municipalities are engaged in some form of talent practices, such as using skills audits, human resource plans and competence tests in their selection process. A formal recruitment strategy in this case would require an organisation to link the recruitment effort to other HR functions, such as performance management, succession management, training and development, but this is not the case. Generally, the study has established that what drives the policy of talent identification is the necessity to fill vacant positions, especially the critical ones.

7.3.1.2 Succession Management

7.3.1.2.1   Poor and immature succession processes

Few of the responding municipalities acknowledge the use of succession management as part of their talent identification and recruitment strategy, but even then when one looks at the entire research findings, it comes out clearly that there is no formal approach to succession management, or at least in most of the municipal organisations that participated in the study. Even where succession management is implemented as part of a talent strategy, it is poorly done and one can to a great extent describe them as immature succession processes.

7.3.1.2.2   Lack of alignment

Succession management is not integrated and aligned to other HR processes. This was the case in most of the responding municipal organisations. In a few of these organisations it was found that it did not even exist at all.

7.3.1.3   Employer branding and employer value proposition

One of the major problems for municipalities is their image and reputation. Municipalities are currently striving to become employers of choice and this requires them to build their own brands and develop their employer value propositions (EVPs) based on the brand. In doing this, municipalities are able to analyse their organisation's values, culture, competition, HR policies, and strengthen the image of their current brand (Chhabra & Sharma 2014, p. 51).

An employer brand serves as a criterion against which organisations can benchmark all human resource retention interventions and outcomes (Munsamy & Venter 2008, p. 4). Brands will tell others about your image, values and culture (Chhabra & Sharma 2014, p. 51). The employer proposition, on the other hand, will spice your offering – in other words, how attractive and compelling your EVPs are will determine the extent to which you are able to go in attracting and retaining scarce talent. However, when it comes to brand strategies and EVPs, few municipalities have developed organisational brands and EVPs.

7.3.1.4 Talent segmentation

It has been found that decisions on who is a talent, who should be employed or who should participate in development programmes have been made unilaterally, and not based on a formalised talent approach. Segmentation of talent is usually on an ad hoc basis and not linked to business objectives. In general, talent segmentation seems to be driven by the scarcity of particular skills and the need to fill some critical posts, or positions. This kind of scenario emphasises further the inability of municipal organisations to link HR functions to good talent practices. Talent segmentation should be informed by other HR processes, such as performance management, compensation, succession management, training and development.

7.3.1.5   Information technology

In order to manage an organisation's human resources effectively and to gain a competitive advantage in the marketplace, an organisation requires timely and accurate information on current employees and potential employees in the labour market (Thite, Kavanagh & Johnson 2012, p. 6). This kind of platform is offered by the use of information technology.

7.3.1.5.1   Human Resource Information Systems

The use of HRIS by the responding municipal organisations, as part of information technology to acquire, store, manipulate, analyse, retrieve and distribute pertinent information about the organisation's human resources (Beadles, Lowery & Johnson 2005, p. 1). Municipal HRISs have a limited coverage of all the HR activities. Most of them are not complete HR systems and they are just customised to meet certain HR functions. The poor HRISs are likely to affect the HR decisions. Decisions may be delayed, or inadequate information may be communicated, resulting in poor HR decisions.

7.3.1.5.2   Talent Metrics

Municipalities rarely apply talent metrics, which could provide valuable insights for data analysis in talent acquisition, retention, talent development and succession management (Khatri 2014, p.1). Application of talent metrics to calculate, for example, vacancies as percentage of posts, time to fill outstanding posts, and the impact of the departure of key employees on the business, are rarely used. Generally, with the exception of exit interviews, the use of talent metrics to measure HR success has been found to be poor and limited.

Although findings have indicated that on average municipalities use exit interviews as part of their metrics, data collected in exit interviews needs to be compared to other data that may be obtained through using other metrics. It would be useless if data is corrected and is not integrated or synthesised with other data to identify the emerging trends. Unless municipal organisations realise the significance of talent metrics in determining HR success and its role in the retention of talented employees, there is a likelihood that the current skills gap experienced by many of the municipalities will expand, and so will the turnover problems.

In addition, the use of talent metrics as a measure of HR success was rated below average (4.7 out of 10) in the recent HR standards audits that were carried out by the SABPP in August this year in South Africa (HR Audit Tribune, 2015). This should be taken as a warning sign to municipalities about the enormous work that has to be done in this regard. It is not only the municipalities that are lagging behind in this aspect; one would hope that municipal HR managers will also see this as a challenge they need to overcome urgently.

7.3.1.6 Employee engagement

Half of the responding municipalities (50%) have some form of engagement practices in place, but the implementation process falls far short of what is required. The study has revealed that municipal organisations on average are doing well on work life balance programmes but to a large extent, many municipal organisations have neglected other employee engagement drivers that are also central in increasing the level of employee engagement in the organisations. Engagement drivers such as open door communication, the designing of interesting jobs, and the creation of fair and equitable reward systems are perceived not to be widely practised by municipal organisations.

7.3.2 Research Question 2: What are the strategic implications for these strategies?

Implications for the strategies discussed above in line with the study findings are herewith discussed:

7.3.2.1 Limited and poor implementation of talent strategies

Effective talent management is now being prioritised as a solution to skills gaps and staff turnover problems in many organisations. Organisations are now leveraging TM to a strategic operations priority, because managers have noted the vital role played by talent management in the retention of talent.

7.3.2.2 Recruitment and selection

A formal recruitment strategy requires an organisation to link the recruitment effort to other HR functions, such as performance management, succession management, training and development.

Whether an organisation is recruiting externally or promoting from inside, a proper recruitment and selection policy driven by a good strategy should be in place to guide these processes. If the recruitment and selection of an employee is not matched to the job requirement and organisational culture, the employee will find it challenging to cope and eventually may decide to leave. If this happens, the organisation will incur more costs in recruiting another employee again. Even if the employee decides to remain, he/she could end up becoming a poor performer. Hence poor recruitment processes may result in poor productivity and increased labour turnover, and may increase organisational training costs.

7.3.2.3 Succession management

For succession management to be of value, it should be integrated and linked to other HR practices such as performance management, compensation, training and development. Failure to integrate succession management with other HR processes has implications for the way organisations determine those to be prepared for leadership positions. In addition, it is necessary to determine which development programmes are necessary; hence the need to link them to T&D. Succession management should also be linked to performance management so that the process for determining those on the succession plan is based on their performance. The reason for this is to reduce bias or unfairness in the process and make the process more appealing to all the employees. If all these things are done, succession management programmes will be acceptable to most or all employees, and will reduce occurrences of dissatisfaction and acrimony amongst employees.

7.3.2.4 Employer branding and employer value proposition

The limited application of employer brands and employer value proposition has greater implications for these organisations, especially now that the image of municipalities is at its lowest ebb. Skilled people need attractive reward packages to recruit and retain them and this needs to be packaged into the brand. The organisation's EVP must be compelling to get the scarce skills. Without a good employer brand, the likelihood is that you will not become an employer of choice. The failure of municipalities to develop winning brands with compelling

EVPs has increasingly put pressure on municipal organisations to start re-evaluating the whole process of attracting and retaining talent.

7.3.2.5 Talent segmentation

In many municipalities, the current practice of identifying people to train, develop, or recruit, which is based on the scarcity of skills and critical post that require to be filled, is likely to cause grievances and acrimony among those employees who feel unfairly left out. These grievances usually affect the overall satisfaction of the employees, exacerbating turnover problems. In such circumstances, employers will need to develop formal ways of communicating and explaining the reasons why some of these processes may not be inclusive to all the employees. The best way out of this is to put in place an integrated talent strategy based on collaborative practices where at least everyone feels that they are part of the entire process and the decisions made.

7.3.2.6 Human Resource Information Systems

HRISs in most municipal organisation do not fully support HR functions; information sharing is curtailed by the lack of one centralised system to handle all the HR activities. The failure to have one centralised system is likely to cause delays in information processing, and ultimately, this can have a serious impact on the entire performance of the HRIS. Decisions may be delayed, or inadequate information may be communicated, resulting in poor HR decisions. The HRISs are also central in the production of the HR data to be used in the talent analytics. The successful use of talent metrics depends on the availability of timely and accurate HR data and such data can only be provided by an effective HRIS.

7.3.2.7 Talent metrics

Talent metrics play a major role in the retention of talented employees in organisations. The metrics can be used to measure employees' productivity, turnover, employee engagement, cost of hiring, retention costs, and the value of potential employees and level of employees' satisfaction. By using these analytics, or metrics, HR. managers are able to estimate their current and future talent needs, the costs of hiring, and costs to develop and retain talent. Information derived from talent analytics has implications for decision- making in almost all the HR

functions. For instance, the performance management department will be interested in measures of job satisfaction, productivity, while a training manager will look for measures that talk to benefits from training. The implication of poor management of talent metrics in municipal organisations means that most of the HR processes will lack the pertinent information to guide their decision making (Simon 1979). This will impact on major aspects that need timely information, such as employee satisfaction, employee engagement and job turnover.

7.3.2.8   Employee engagement

The low levels of employee engagement in municipal organisations may negatively affect employee job satisfaction (Deer & Jago 2015, p. 467) and it may also contribute to increased job turnover. If organisations fail to engage their employees, employee organisational commitment is also put in question and it is unlikely that employees will put extra effort into their work. The lack of employee satisfaction is likely to be extended to service delivery in the form of absenteeism from work, delays in serving clients and unpleasant behaviour towards the clients.

7.3.3 Research Question 3: How and with what degree of success do talent management practices meet organisational talent goals?

7.3.3.1   Performance management practices

Performance management systems in municipal organisations are not aligned or integrated with other HR functions and other performance aspects (National Treasury 2011, p. 120; Whiteford & Coetsee 2006, p. 72). The problem is that such systems will not be able to fulfil the objective of enabling managers to share data and use it for multiple purposes. For instance, an employee who performs better than others may need to be recognised, for example with a pay rise, but if this information is not shared with the finance department, it is unlikely that this will happen.

In addition, because this performance management system is only cascaded to managers in s57, it is only those managers whose performance will be formally evaluated. It means that managers will not be able to follow up on the performance of other employees. Subsequently, it will be challenging to put in place training and development programmes for those employees, who are not part of a formal performance management system, or to compensate and recognise higher

performers. Generally, one could argue that to a great extent, performance management practices in municipal organisations are still falling far too short of the required standards. One notable area which requires immediate attention is the issue of inclusion of all employees in a formal performance management system. This would ensure that the system achieves its main goal of linking employees' performance to the overall business strategy, and ultimately to the Independent Development Plans (IDPs).

7.3.3.2   Compensation and reward practices

The general perception gained from the study is that most municipalities are still using the traditional ways of remunerating employees. In many municipalities, the term total reward strategy is still a strange concept and is not yet part of their HR vocabulary. Current systems do not communicate or support strategic business priorities, are inflexible and not reflective of business results (Jean-Claude 2007, p. 3). Many elements of a total reward strategy do not form part of the current remuneration or compensation strategies. Majority of the participants in the study believe that their compensation strategies do not provide meaningful pay differentiation to high performers or high potentials through either base or variable pay. They perceive that the reward systems are not designed to promote justice and fairness among the diverse groups of employees. In order to achieve some of the major goals of a compensation strategy, such as employee motivation and increased productivity, municipal compensation systems will need to be redesigned to include all the attributes of a total reward strategy.

7.3.3.3 Training and Development

Training and development practices are not aligned and integrated with other HR processes. There is a lukewarm response by municipalities towards the development of career plans with clear path goals. This makes it difficult to link the employee's career plans to his or her eventual development and growth and this in the long run has a serious impact on the general levels of employee satisfaction and consequently the productivity and retention of the employee. Furthermore, there is improper alignment of T&D to skills audits and gap analysis processes and other HR functions such as performance management, compensation and succession planning. To a certain extent, however, municipalities have tried to execute some good practices. For

223

instance, they have created internships for new graduates and some bursaries for new employees. These programmes have, however, not yet yielded the desired results and this is due to the failure of municipal organisations to put in place retention strategies for those on internship and those who benefit from bursary opportunities.

7.3.4   Research question 4: What are the real and perceived barriers or obstacles to the implementation of talent management programmes?

A key finding is that there are major challenges or obstacles to the effective implementation of talent practices. The major challenge has been found to be the lack or shortage of skills to manage talent programmes. There is a lack of leadership and management capacity to handle talent management issues. A high skills gap is cited in leadership and management skills at senior level. The study has also revealed the existence of a high turnover of staff in almost all the responding municipalities, reducing the available skills even further.

Other obstacles or challenges relate to issues of diversity, political interference, nepotism and poaching of employees, which is even reported amongst municipalities themselves. These factors or challenges tend to impede managers initiating talent management programmes. Another example is the interference of unions and councillors in the recruitment and compensation of employees.

7.4   LIMITATIONS TO THE STUDY

There are limitations associated with the use of internet-based surveys, and in this case. the email survey. These may include validity, reliability and response issues. At times, it may not be possible to have a sample where all the participants own computers and where all individuals are computer literate. In addition, technical or mechanical problems may crop up. However to a certain extent, these issues were minimised in this study due to the fact that most managers in government institutions have computers in their offices. In addition, a reliability analysis to determine the internal consistency of the scale variables produced a Cronbach Alpha on all the scales analysed of over 0.80, which is higher than the acceptable limit of 0.70.

The second limitation to the study could be the length of the questionnaire and the complexity of the research topic. Due to time constraints and the complexity of some of the research questions, some people could have been deterred from responding. Although the size of the sample for this study can be considered average with regard to email surveys, it could have been a limitation to the study, especially if one is to make generalisations with the study findings. But because this analysis was mostly descriptive in nature, the researcher believes the study achieved its purpose. Future researchers may be able to generalise some of the findings from this study.

The last limitation for the study has to do with the bureaucratic red tape in municipal organisations, coupled with the busy schedule of managers in these organisations. This may have affected the response rate for this study. The use of qualitative interviews complemented the quantitative results and mitigated against the limiting aspects of the quantitative surveys.

7.5   CONTRIBUTION OF THE STUDY TO CURRENT KNOWLEDGE AND PRACTICE

This study has generated knowledge that could help enhance HR policy makers' and HR practitioners' understanding of talent management and its implementation in the municipal sector. In addition, it has arguably provided a knowledge base that employers and employees in municipalities may find appealing and useful in understanding how TM could be effectively managed and used in the retention of the best talent in the municipal sector.

7.6   CONCLUSION

This chapter has summarised the research study, synthesised the key findings to answer the study's research questions and give the conclusions for the research project. In addition, recommendations have been suggested to assist HR managers and HR practitioners in the municipal sector with the crafting of effective talent management strategies. The chapter has also dealt with the implications of the findings for future researchers, and identified the limitations and contributions of the research to the existing knowledge.

The conclusions drawn are as follows:

In spite of the growing importance of talent management in the attraction and retention of the best employees in organisations, evidence clearly shows that talent management in municipal organisations is still immature and it has not yet been leveraged enough to become a strategic option in the attraction and retention of talent in these organisations.

On the basis of the findings, the study has strengthened the rationale for increased attention by municipal leaders to the issues of attracting and retaining talent through effective talent management. Municipalities will have to apply effective talent management practices if they are to reduce skills shortage and turnover rates, and improve on the attraction of scarce skills to their organisations.

Secondly, findings from the study have revealed ineffective and poor talent management practices, which are informed by either no formal organisational talent strategies, or partial strategies, where talent practices are not coordinated, integrated and aligned to organisational goals and business strategy. Talent management practices are ad hoc, with few or no formal TM practices and limited or no strategy (Harris and Foster (2007, p. 6). The lack of a formal aligned and integrated talent strategy to the organisation's objectives and goals has exposed the immature and weak organisational HR processes and functions in municipalities. For instance, the study clearly shows that HR functions such as performance management, training and development, recruitment and selection processes, succession management and compensation are not aligned integrated, or linked to one another. This has resulted in poor or limited implementation of such functions, ultimately reducing, or undermining, their contribution to the effective management and retention of the best employees in municipal organisations.

7.7   RECOMMENDATIONS FOR POLICY MAKERS AND HR PRACTITIONERS

On the basis of the findings, this study makes it clear that it will not be an easy task for municipal organisations to achieve the five key priorities of an "ideal municipality", and the objectives of local government turnaround strategy (LOGTAS), without the development of a long term talent management strategy for attraction and retention of the best talent (Deloitte 2011). It is against this backdrop that the researcher makes these recommendations on the basis

of key priorities of an ideal municipality. Through effective talent management, the researcher is of the view that municipal organisations will be able to begin to achieve the five priorities articulated in the LOGTAS.

7.7.1 Develop an aligned and integrated talent strategy that is fully linked to the IDP and promotes employee growth and development

Given the key findings of the study, it is quite clear that municipal HR managers and practitioners will have to go back to the drawing board if they are to achieve the key priorities of an ideal municipality. The study findings have confirmed what other previous studies have cited in regard to skills capacity in municipalities: the growing turnover problems, and in some respect, inadequate budgetary provisions. The researcher is of the view that recruiting, retaining and developing the best possible talent and skills, including the best leadership, can only be achieved through the implementation of an aligned and integrated talent strategy which is informed by sound talent management practices.

7.7.2 Talent management should be leveraged to a strategic priority and should be inclusive

Implementation of such policy will require a collaborative effort from the government, provincial administration, municipal administration, SALGA, unions and all employees in the sector. The reasons for the inclusion of all stakeholders in the municipal sector are that talent management is not a responsibility of the HR department alone, or one particular organisation. Talent management requires an inclusive effort from all stakeholders if it is to be effectively implemented. The collaborative effort of all stakeholders is to acknowledge the growing importance of talent management in talent retention and make the policy makers buy in to the view that without elevating talent management to a strategic status, the key priority mentioned above may not be achieved.

7.7.3 Develop an official talent definition for the organisation

Crafting effective talent strategies will start with the process of understanding what talent management is and what it broadly entails. Hence the first step for crafting these strategies is for

managers to create an environment which instils a talent mind set throughout the organisation. This would help to break resistance to talent efforts on the part of all stake- holders. To achieve this, all stakeholders should be aware of the importance of talent management and what it means. With this understanding, therefore, organisations could then develop their official definitions of talent management, which would be underlined by uniqueness, circumstances and needs of each organisation.

The official definition or understanding of talent management would form the basis of determining what may be included in a talent retention strategy, which is integrated and aligned to all talent processes and organisational business strategy. This retention strategy must be driven by line managers, but involving all managers and fully supported by all stakeholders, including labour and government.

7.7.4 The talent strategy should be supported by an effective information system

The talent strategy needs to be supported by computerised information system to ensure alignment and integration of HR functions and processes with the business operational objectives and organisational goals, and to ensure optimal collaboration among all stakeholders. In addition, it should be driven by HR and talent analytics to measure performance and talent management success.

7.7.5. Develop a performance management system which is inclusive and supports all employees

As part of an integrated talent strategy, a performance management system that will contribute to retention efforts of municipal organisations has to be fully aligned to other HR functions and to the overall business strategy. In developing a performance Management System which is retention oriented, managers need to note that it has become critical to align their employee performance to the business objectives of making an organisation profitable and sustainable, with effective service delivery. To do that, all employees need to be part of the performance management system. An effective management system contributes to employees' career and growth plans and subsequently links them to other HR processes.

Revisiting PMS in municipal organisations necessitates that managers and policy makers undertake the following;

- Develop an integrated performance management system which is aligned to the business strategy at the institutional level and one which is informed by the independent development plan of that particular organisation.
- At departmental level, ensure that it is cascaded to levels of employees and linked to all HR functions. This will ensure that that training and development, compensation and succession management decisions are not detached from employee performance.
- Ensure that management helps employees develop career growth plans as this will have a positive effect on employee satisfaction, engagement and ultimately, employee retention.
- Develop a succession management approach that is centred on growing leadership throughout the organisation and starting at entry level positions. This will help to reduce the notion of succession replacement, which normally takes place in many organisations.
- Increase funds in the internship and bursary funds for the first entering employees, but also put in place retention strategies for them.
- Put measures in place to ensure that metrics are used to measure talent success, improve communication and collaboration and improve the quality of HR decisions in the organisation.

7.7.6 Develop a People Centred Management and leadership approach

There is no question about the Batho Pele (Culture) being one of the pillars of an effective talent strategy. It all starts with placing an employee at the centre of your talent management activities. This usually has a positive impact on the reception that the employee will give to customers or clients and also has implications for employees' organisational commitment. HR policy makers need to develop HR policies that are people centred. Such policies should be informed of people centred management and people orientated leadership styles. Managers must strive to create a conducive environment for the employee to be contented in their job and highly motivated to serve their clients. Hence establishing people centred culture will require policy makers and practitioners to:

- Establish an organisation which is mindful of its talent
- Develop employee engagement approach that includes all the engagement drivers identified in this study
- Develop reward strategy fully comprising all elements of a 'total reward approach'
- Develop an integrated and aligned T&D management system, which is informed, among others, by issues such employee career plans, and individual growth and development plans and specific training programmes for handling clients
- Use a mixed segmentation approach, which is capable of identifying potential talents, while at the same time does not neglect the rest of the employees
- Empower the organisation to become a learning organisation.

The people centred approach would inevitably lead to a people management approach and the spin offs from this approach would be the establishment of a people centred culture of service delivery and customer care and improved customer relations as a result of a satisfied and a committed workforce.

7.8 RECOMMENDATIONS AND IMPLICATIONS FOR RESEARCHERS

TM is new area and still faced with lack of uniform definition. Therefore, to generate achievable policy strategies, it will require researchers to engage more on any of the following issues. First, more studies could be done to further understanding of the broader meaning of TM and its implications for HR managers in the local government sector.

Secondly, research can add more value to the study findings by engaging a few of the findings separately, for example the notion of a 'total reward strategy' in the context of the local government sector environment. In addition, the researcher is of the view that similar research could be undertaken using a larger sample. One cannot rule out the possibility of getting different results if a larger sample were used.

This chapter has summarised the research study, synthesised the key findings to answer the study's research questions and give the conclusions for the research project. In addition, recommendations have been suggested to assist HR managers and HR practitioners in the municipal sector with the crafting of effective talent management strategies. The chapter has also

dealt with the implications of the findings for future researchers, and identified the limitations and contributions of the research to the existing knowledge.

BIBLIOGRAPHY

Abbas, SM and Holloman, KW 2000, 'Turnover: the real bottom line', *Public Personnel Management,* vol. 2, no. 3, pp. 333-342.

Accenture 2009, *Field workforce talent management: Executive issues in public service*, viewed 20 June 2011, http://www.accenture.com

Agarwal, B, Ganjiwale, K & Sharma, P 2011, 'The talent paradigms in professional institutes', *Applied Research and Development Institute Journal*, vol. 2, no. 1, pp. 1-14.

Aguinis, H & Kraiger, K 2009, 'Development of individual and teams, organisation and society', *Annual Review of Psychology*, vol. 60, pp. 451-474.

Aguinis, H, Gottfredson, RK & Joo, H 2012, 'Using performance management to win the talent war', *Business Horizons* .

Ahlrichs, N 2003, *Managers of choice: five competencies for cultivating top talent*, Davis-Black Publishing.

Allen, E & Doladee, B 2011, *Culture: If you build it (right), the talent will come (and stay)*, Vaya Group White Paper.

Alonso, R 2014, *Recruitment and selection in organisations*, USC Marshall School of Business Research Paper Series*,* University of Southern California, Los Angeles, CA, USA, viewed 10 September 2012, http://eprints.ise.ac.uk

Aon Hewitt 2012, *Transforming potential into value*, Total rewards survey*,* Aon Hewitt Consulting, viewed 16 September 2015, http://www.aonhewitt.com

Arden, C 2006, 'How to get your employment brand to work', *New Zealand Management*, vol. 53, no. 6.

Armstrong, M 2006, *A Handbook of employee reward management and practice*, 2nd edn, Kohan Page, London and Philadelphia.

Armstrong, M 2006, *A Handbook of employee reward management and practice*, 2nd edn, Kohan Page, London and Philadelphia.

Arthur, D 2006, *Recruiting, interviewing, selecting and orienting new employees*, 4th edn, Amacon, New York.

Ashton, C & Morton, L 2005, 'Managing talent for competitive advantage: taking a systemic approach to talent management', *Strategic HR Review,* vol. 4, no. 5, pp. 28-31.

Atkins, R, McCutcheon, M & Penna, G 2004, *The talent management imperative: a best practice approach*, viewed 12 December 2011, http://www.compasess.biz

Backhaus, K & Tikoo, S 2004, 'Conceptualizing and researching employer branding', *Career Development International*, vol. 9, no. 4, pp. 501-511.

Baptise, NR 2007, 'Tightening the link between employee wellbeing at work and performance: a new dimension for HRM', *Management Decisions*, vol. 2, pp. 284 – 309.

Barkhuizen, N 2014, 'How is talent managed in South African local government institutions'? *Mediterranean Journal of Social Sciences*, vol. 5, no. 20, pp. 2223- 2230.

Baron, A 2011, 'Measuring human capital', *Strategic HR Review*, vol. 1, no. 10, pp. 30-15.

Baumruk, R, Gorman, B Jr, Gorman, RE & Ingham, J 2006, 'Why managers are crucial to increasing engagement', *Strategic HR Review*, vol. 5 no. 2, pp. 24-27.

Bechet, TP 2008, *Strategic staffing: a comprehensive system for effective workforce planning*, 2nd edn, Amazon, New York.

Beechler, S & Woodward, IC 2009, 'The global war for talent', *Journal of International Management*, vol. 15, no. 3, pp. 273-285.

Berge, ZL & Collins, M 1995, 'Computer scholarly discussion groups', *Computer Education,* vol. 24, no. 3, pp. 183-189.

Berkowitz, P 2012, 'Analysis: the state of municipal capacity', *Daily Maverick* SA, 04 October 2012, viewed 28 August, http://www.dailymaverick.co.za

Bethanie, V 2012, 'Talent and skills management: a key driver to grow companies and improve service delivery', Bethanie Management Consulting, viewed 10 October 2012, *http://www.bethenieconsulting.co.za*

Bethke-Langenegger, P, Mahler, P and Staffelbach, B 2010, *Effectiveness of talent management strategies in Swiss companies*, University of Zürich, viewed 16 September 2015, https://xa.yimg.com/

Bevan, S 2013, 'Performance management: HR thoroughbred or burden'. Lancaster University, viewed September 2015, http://www.theworkfoundation.com

Bhatgnar, J 2008, 'Managing capabilities for talent engagement and pipeline development', *Industrial Commercial Training*, vol. 40, pp. 19-28, viewed 05 September 2015, http://www.emeraldinsight.com

Bhatti, WA, Waris, S, Zaheer, A & Ur-Rehman, K 2011, 'The effect of commitment and motivation on human talent and its contribution to organizations', *Management and Marketing Challenges for the Knowledge Society*, vol. 6, no. 3, pp. 471-482.

Blass, E 2007, *Talent management: maximising talent for business performance*, CIPD & Ashridge Consulting.

Blass, E, Knights & Orbea, A 2006, *Developing future leaders: The contribution of Talent Management, studying leadership*, knowledge into action, paper presented at Fifth International Annual Conference on Leadership, December 14-15, https://www.ashridge.org.uk/

Bones, C 2006, The talent paradox*, in Reflections on the 2006 learning and development survey*, CIP, London.

Born, M & Heers, M 2009, *Talent Management: Alternatives to the single-ladder approach*. DEA, Copenhagen Denmark.

Boshier, R 1990, Socio-psychological factors in electronic networking, *International Journal of Education,* vol. 9, no. 1, pp. 49 – 64.

Botha, A, Bussin, M & de Swardt, L 2011, 'An employer brand predictive model for talent attraction and retention', *SA Journal of Human Resource Management*, vol. 9, no. 1.

Branham, L 2005, 'Planning to become an employer of choice', *Journal of Organizational Excellence*, vol. 24, no. 3, pp. 57-68.

Brown, M, Metz, I, Cregan, C & Kulik, CT 2009, 'Irreconcilable differences? Strategic human resource management and employee well-being', *Asia Pacific Journal of Human Resources*, vol. 47, no. 3, pp. 270- 294.

Brudan, A 2010, 'Rediscovering performance management: systems, learning and integration', *Measuring Business Excellence*, vol. 14, no. 1, pp. 109-123.

Bryman, A & Bell, E 2007, *Business research methods*. 2nd edn, Oxford University Press, Oxford.

Buckingham, M. & Vosburgh RS 2010, 'The 21st century human resources, it's the talent, stupid!' *Human Resource Planning*, vol. 24, no. 4, p. 17.

Burke, J 2009, Toward a more inclusive scientific education, *Educational Research*, vol. 38, no. 6, pp. 449-459.

Burnard, P 2004, 'Writing a qualitative research approach', *Nurse Education Today*, vol. 24, no. 74, pp. 174 – 179.

Burnard, P, Gill, P, Stewart, E, Treasure, B, & Chardwick, B 2008, 'Analysing and presenting qualitative data', *British Dental Journal*, vol. 204, pp. 429- 432.

Byham, TM, Routch, K & Smith, A 2010. *Put the money in the middle: report of 2001 middle-level managers world-wide*, Development Dimension International (DDI).

Cameron, R. 2003, 'Politics-administration interface: the case of the City of Cape Town', *International Review of Administrative Sciences, vol. 6, no. 93.*

Cappelli, P 2008, *Talent on demand: managing talent in an age of uncertainty*, Harvard Business Press, Boston.

Careers24 2008, '*Talent Survey 2008*: Report Prepared for Project Management South Africa (PMSA), Ian Kruger Blue River Stone Research.

Carrington, L 2007, 'Employer branding: designs on the dotted line', *People Management,* vol. 13, no. 21, pp. 36-38.

Caruth, GD 2013, 'Demystifying mixed methods research: A review of the literature', *Mevlana International Journal of Education*, vol. 3, no. 2, pp. 112-122, viewed 15 May 2014, http://mije.mevlana.edu.tr/

Charles, CM 1995, *Introduction to education research*, 4th edn, Longman, San Diego.

Chee Hong, et al. 2012, 'An effectiveness of human resource management practices on employee retention in the institute of higher learning: a regression analysis', *International Journal of Business Research & Management*, vol. 3, no. 12, pp. 60-79.

Cheese, P 2008, 'Talent a prerequisite for high performing companies', *Management Today*, vol, 24, pp. 38-42, viewed 18 September 2015, http://www.http://references.sabinet.co.za

Chhabra, NL and Sharma, S 2014, '*Employer Branding: a strategy for improving employer attractiveness'*, *International Journal of Organisational Analysis*, vol. 22, no. 1, pp. 48-60, viewed 18 September 2015, http://www.emeraldinsight.com

CIPD 2006, *How engaged are British employees?* Annual Survey Report 2006, CIPD, viewed 11 April 2012 http://www.cipd.co.uk/NR/rdonlyres/E6871F47-558A-466E-9A74-

CIPD 2006, *Recruitment, retention and turnover* survey *reports,* CIPD, London, viewed July 14 2012, http://www.cipd.co.uk/onlineinfodocuments

CIPD 2006, *Talent management: Understanding dimensions*, CIPD, viewed 12 March 2013, http://www.cipd.co.uk

CIPD 2009, *Learning and Development* Annual Survey Report 2009, CIPD, London, viewed 12 May 2012, http://www.cipd.co.uk

Collings, DG and Mellahi, K 2009, 'Strategic talent management: a review and research agenda', *Human Resource Management Review*, vol. 19, no. 4, pp. 304 – 313 viewed 20 June 2011, http://www.sciencedirect.com/science/article/pii/S1053482209000461

Constitution of the Republic of South Africa Act 108 of 1996, Republic of South Africa 1996, Government Printer, Pretoria.

Cooper, CR & Schindler, PS 2008, *Business research methods,* 10th edn, McGraw-Hill, Boston.

Cooper, K 2010, 'Attract, develop and retain: Initiatives to sustain a competitive workforce', *Mining Industry Skills Centre Workforce Retention Series – Paper 1*, Mining Industry Skill Centre, Inc.

Corporate Leadership Council (CLC) 2006, *Attracting and retaining critical talent segments: building a competitive employment value proposition*, Corporate Executive Board, viewed 20 June 2011, http://www.jeg.org.sa/data/modules/contents/uploads/infopdf/921.pdf

Couper, MP 2008, *Designing effective web surveys*, Cambridge University Press, New York.

Creelman, D 2004, *Talent Management: the special challenges of small and medium-sized enterprises*, Human Capital Institute, viewed 11 September 2015, http://www.org/hci/tracks_sme.guid

Creswell, JW 2003, *Research design: qualitative, quantitative and mixed methods approaches,* 2nd edn, Sage Publications, London.

Creswell, JW 2008, *Educational research: planning, conducting, and evaluating quantitative and qualitative research,* 3rd edn, Pearson Education Inc, New Jersey.

Creswell, JW 2012, *Education research: planning and conducting and evaluating quantitative and qualitative research*, 4th edn, Pearson Education, Boston.

Creswell, JW and Plano Clark, VL 2007, *Designing and conducting mixed methods research*, Amazon Publishers.

Cunningham, I 2007, 'Talent management: making it real', *Development and Learning in Organisations*, vol. 21, no. 2, pp. 4-6.

Curristine, T 2005, 'Performance information in the budget process: Results of OECD Questionnaire', *OECD Journal on Budgeting*, vol.5, no. 2, pp. 54 – 68.

Daniels, S 2003, 'Employee training: a strategic approach to better return on investment', *Journal of Business Strategy,* vol. 24, no. 5, pp. 39-42.

Dash, K 2005, *Selection of the research paradigm and methodology,* School of Education New Delhi.

Davenport, TH, Harris, J and Shapiro, J 2010, 'Competing for talent analytics', *Harvard Business Review*, viewed 11 September 2015, http://www.hbr.org

Day, DV 2010, 'The difficulties of learning from experience and the need for deliberate practice', *Industrial and Organizational Psychology*, vol. 3, no. 1, pp. 41-44.

De Leeuw, ED & Hox, JJ 2011, 'Internet surveys as part of a mixed mode design', in Das, M, Ester, P & Kaczmirek, L (eds), *Social and behavioral research and the internet: Advances in applied methods and research strategies*, pp. 45–76, Taylor & Francis Group, New York.

Deloitte 2014, *Global top five total rewards priorities,* Global survey, Deloitte LLP, viewed 02 September 2015, http://www.deloitte.com

Deloitte 2008, *Employee Value Propositions: Maximizing performance through EVP, IOU*, Deloitte MCS Ltd.

Deloitte 2010, *Managing talent in a turbulent economy: Where are you on the recovery curve?* Deloitte Consulting LLP, viewed 20 November 2011, http://www.deloitte.com/

Deloitte 2012, *Talent 2020: Talent Management trends in a turbulent economy*, SIOPSA Event 24th February, 2012.

Denscombe, M 2002, *Ground rules for good research,* Open University Press, Buckingham,

Denzin, N and Lincoln, Y (eds) 2005, *Handbook of qualitaive research,* 3rd edn, Sage, Thousand Oaks, CA.

Department of Cooperative Affairs and Traditional Government 2009, *State of Local Government in South Africa, National State of Local Government Assessments*, overview report 2009, viewed viewed 02 September 2015, http://www.cogta.gov.za

Department of Provincial and Local Government, (DPLG) 2001, *Performance Management Guide for Municipalities*, Pretoria, viewed 11 September 2015, http://www www.durban.gov.za/

Development Dimensions International (DDI) 2007, *Research results: Performance impact briefs.* Pittsburgh, PA.

Devine, M & Powel, M 2008, 'Talent management in the public sector', *Ashridge Journal,* http://www.ashridge.org.uk

Diromualdo, T, Joyc,e S & Bression, N 2009, *Key findings from Hackett's performance study on talen*t, Hackett Group, Inc.

Dulebohn, JH & Johnson, RD 2013, 'Human resource metrics and decision support: a classification framework', *Human Resource Management Review*, vol. 23, pp. 77-83.

Duttagupta, R 2005, *Identifying and managing your assets: talent management*, special focus, Price Waterhouse Coopers, London.

Duttagupta, R 2007, *Identifying and managing your assets: talent management,* viewed 20 November 2010, http://www.buildingipvalue.com/05_SF/374_378.htm

Dvir, T, Eden, D, Avolio, BJ & Shamir, B. 2002, 'Impact of transformational leadership on follower development and performance: A field experiment', *Academy of Management Journal*, vol. 45, pp. 735−44.

Dzansi, DY & Dzansi, LW 2010, 'Understanding the impact of human resource management practices on municipal service delivery in South Africa: an organisational justice approach', *African Journal of Business Management,* vol. 4, no. 6, pp 995 – 1005.

Economic Intelligence Unit, 2007, *Building an integrated talent management strategy*, The Economist Intelligence Unit, viewed 20 November 2011 http://www.zanett.com/assets/pdf/wp_datasheets/Economist-White-Paper-building-an-integrated-talent-management-strategy.pdf

Economic Intelligent Unit, 2009, *Talent strategies for innovation* report, 2009 Economist Intelligence Unit Limited, viewed 20 November 2012, http://graphics.eiu.com/marketing/pdf/Ontario_Innovation.pdf

Elly, RJ & Thomas, DA 2001, 'Cultural diversity at work: the effect of diversity perspectives on work group processes and outcomes, *Admistrative Science Quarterly*, vol. 46, pp. 229-273.

ERC 2008, *Employment value proposition*, ERC Research, viewed 16 May 2012, http://www.ercnet.org

Erickson, TJ 2005, Testimony submitted before the US Senate Committee on Health, Education, Labour and Pensions

Ernst and Young 2010, *Managing today's global workforce: Elevating talent management to improve business*, Ernst & Young, viewed 16 May 2012, https://www2.eycom.ch/.../2010_todays_global_workforce/2010_EY_

Fan, W & Yan, Z 2010, 'Factors affecting response rates of the web survey. A systematic review', *Computers in Human Behaviour,* vol. 26, pp. 132 – 139.

Farley, C 2005, 'HR's role in talent management and driving business results', *Employment Relations Today*, vol. 32, no. 1, pp.55 – 66.

Fegley, S 2006, *Talent management survey report,* Society for Human Resource Management, viewed 11 October 2011, http://www.shrm.org/research

Fei, LS 2010, *Attracting and retaining talents: what do they want*? Aon Hewitt.

Feldman, DC, Bearden, WO & Hardesty, DM 2006, 'Varying the content of job advertisements: the effects of message specificity', *Journal of Advertising,* vol. 35, no. 1, pp. 123-141.

Ford, J, Harding, N & Stoganova, D 2010, Talent *Management and development: an overview of current theory and practic*e, Bradford Centre for Managerial Excellence, Bradford.

Foreman, DC 2006, 'Talent metrics: measure what matters most', *Leadership Excellence,* vol. 23, no. 1.

Fowler Jr,. FJ 2009, *Survey research methods,* 4 th edn, SAGE, London.

Fraenkel, L and Wallen, N 2006, *How to design and evaluate research in education*, McGraw Hill, New York.

Frels, RK and Onwuegbuzie, AJ 2013, 'Administering quantitative instruments with qualitative interviews: a mixed research approach', *Journal of Counselling and Development,* vol. 91, no. 2, pp. 184-194.

Fricker, RD Jr (ed,) 2008, *The Sage handbook of online method',* eds Fielding, N, Lee, RM & Blank, G, Sage Publication, London.

Gall, M, Gall, JP and Borg, WR 2006. *Education research: an introduction*, University of Oregon, Pearson Publishers.

Gallup 2006, 'Engaged employees inspire company innovation', *Gallup Management Journal*, viewed 15 August 2012 http://gmj.gallup.com/content/default.aspx?ci=24880&pg=1

Garava, TN, Carbery, R & Rock, A 2012, 'Mapping talent development: definition, scope and architecture', *European Journal of Training and Development*, vol. 36, no. 1, pp. 5-24.

Garrow, V & Hirsh, W 2009, *Talent management: issues of focus and fit*, IES, viewed 15 August 2012, http://www.employment-studies.co.uk/system/files/resources/files/hrp4.pdf

Geyer, Y 2007, 'How local government works', '*Handbook Series for community- based organisations,* IDASA (SA).

Gill, P, Stewart, K, Treasure, E & Chadwick, B 2008, 'Methods of data collection in qualitative research: interviews and focus groups', *British Dental Journal*, vol. 204, no. 6.

Glen, C. 2006, 'Key skills retention and motivation: the war for talent still rages and retention is the high ground', *Industrial and Commercial Training*, vol. 38, no. 1, pp. 37-45.

Govaerts, N & Kyndt, E 2011, 'Influence of learning and working climate on the retention of talented employees', *Journal of Workplace Learning*, vol. 23, no.1, pp. 35-55.

Greenidge, P, Alleyne P, Parris, B & Grant, S 2012, 'A comparative study of recruitment and training practices between small and large businesses in an emerging market economy: the case of Barbados', *Journal of Small Business and Enterprise Development,* vol. 19, no. 1, pp. 164-182.

Groves, KS 2007, 'Integrating leadership development and succession planning best practices', *Journal of Management Development*, vol. 3, pp. 329-360.

Guba, EG and Lincoln, YS 1994, 'Competing paradigms in qualitative research', in Denzin, NK & Lincoln, YS (eds), *Handbook of qualitative research* (pp. 105-1170), Sage, Thousand Oaks, CA.

Guthridge, M, Komm, A & Lawson, E 2008, 'Making talent a strategic priority', *The McKinsey Quarterly,* vol. 1, pp. 49-59.

Hagel, J, Brown, JS, & Davison, L 2008, *Talent is everything,* Conference Board Review viewed 18 August 2012, http://www.johnseelybrown.com/talentiseverything.pdf

Hanson, WE, Creswell, JW, Plano Clark,VL, Petsk, KS & Creswell D, 'Mixed Methods Research Designs in Counseling Psychology', *Journal of Counselling Psychology*, vol. 52, no. 2, pp. 224-235.

Harris, I & Foster, C 2007, 'Talent management in UK's public sector*', Public Personal Policies*, March, pp. 19-21, EGPA Group.

Harter, JK, Schmidt, FL & Keyes, CLM 2003, *Well-being in the workplace*, American Psychological Association.

Harwell, MR, 2011, 'Research design in qualitative /quantitative/mixed method', in *Sage Hand Book for Research in Education* (ed.), *pursuing ideas as a key store of exemplary inquiry*, 2nd edn, Sage publications.

Hausknecht, J Rodda, Howard, JN 2009 *Targeted employee retention: performance-based and job-related differences in reported reasons for staying*, Working Paper, 08. 06 viewed 13 March 2012, http://digitalcommons.ilr.cornell.edu/cahrswp/484

Hausknecht, J, Rodda, JM & Howard, MJ 2009, 'Targeted employee retention: performance-based and job-related differences in reported reasons for staying', *Human Resource Management,* vol. 48, pp. 269-288.

Hay Group 2001, Engage employees and boost performance, The Hay group,

Heneman, RL 2007, 'Implementing total rewards strategies, A guide to successfully planning and implementing a total reward system', *SHRM Foundation*, viewed 18 September 2015, http://www.shrm.org/foundation

Hewitt's Human Capital Consulting, 2008, *The state of Talent Management: Today's challenges, tomorrow's opportunities*, Hewitt Associates and Human Capital Institute, viewed 13 May 2012, http://www.ikgundemi.com/uploads/6/7/8/0/6780997/hcilibrarypaper_79300.pdf

Hoepfl, MC 1997, 'Choosing qualitative research: a primer for technology education research*', Journal of Technology Education,* vol. 9, no.1, pp. 47-63.

Honderich, T (ed.) 2005, *Oxford companion to philosophy*, 2nd edn, University Press, London.

Hood, C 1991, 'A Public Management for all seasons?*' Public Administration*, vol. 69, pp. 3-19.

Howard, A Wellins, RS 2009, *Global leadership forecast 2008/2009: overcoming the shortfalls in developing leaders*, Development Dimensions International (DDI), Inc, MMVIII, Pittsburgh, Pennsylvania.

Howard, LW & Dougherty, TW 2004, 'Alternative reward strategies and employee reactions: compensation and benefits review', *Sage Publications*, viewed 26 June 2011, http://www.cbr.sagepub.com

HR Audits, 2015, SABPP HR Audit Unit, HR Audit Tribune, September 2015

Huselid, MA, Beatty, RW & Becker, BE 2005, A players or A positions?, the strategic logic of workforce management', *Harvard Business Review,*

Huselid, MA, Becker, BE & Beatty, W 2005, *The Workforce Scorecard: Managing human capital to execute strategy*, Harvard Business School Press, Boston, MA.

Hussey, J & Hussey, R 1997, *Business Research: a practical guide for undergraduate and postgraduate students,* Macmillan, London.

IBM (2006), 'IBM and the future of work', viewed 21 March 2012, www.ibm.com/investor

IDASA, (Local governance unit) January 2010, 'The state of local government and service delivery in South Africa: issues, challenges and solutions', *Paper submitted to the portfolio committee on co-operative governance and traditional affairs for public hearings: co-ordinated service delivery,* viewed 28 February 2011, http://www.pmg.org.za/files/docs/100204idasa.doc

Illes, P 2000, 'Employee resourcing and talent management', in Storey, J (ed) *Human Resource Management*, a critical text, 3rd edn, London, Thomson Learning.

Iles, P, Chuai, X & Preece, D 2010, 'Talent management and human resource management in multinational companies in Beijing: definitions, differences and drivers', *Journal of World Business*, vol. 45, no. 2, pp. 179-89.

Ingham, J 2006, 'Closing the talent management gap' *Strategic HR Review, vol. 5, no. 3, pp. 20-24.*viewed 12 Jun 2012, http://dx.doi.org/10.1108/14754390680000877

Ingraham, PW & Rubaii-Barrett, N 2007, Human resource management as a core dimension of public administration. [ASPA]

Institute of Business Management (IBM), 2008, *Integrated talent management Part 1-Understanding the opportunities for success*, IBM Corporation, New York.

Jarrar, Y & Schiuma, G 2007, 'Measuring Performance in public sector: challenges and trends', *Measuring Business Excellence*, vol. 11, no. 4, pp. 4-8.

Jean-Claude, B 2007, *Defining Best practice incentive and reward strategies*, Insight Newsletter no 5, Achievement Awards Group.

Jeffrey, B 2008, *Practitioner guide: how to create a Talent Management Strategy that reflects diversity*, Ministry of Defence and Civil Service, USA.

Jiang, Z 2009, 'Total reward strategy: a human resources management strategy going with the trend of the time', *International Journal of Business Management*, vol. 4, no.11, pp. 177-183.

Johnson, M & Roberts, P 2006, 'Rules of attraction: recruit and retain the best staff with employer branding', *Marketing Health Services*, vol. 26, no.1, pp. 38-40.

Johnson, RB, Onwuegbuzie, AJ & Turner, LA 2007, 'Toward a definition of mixed methods research', *Journal of Mixed Methods Research,* vol. 1, no 2, pp. 112-133.

Kabwe, CB 2011, 'The conceptualisation and operationalisation of talent management: The case of European internationally operating businesses', PhD Thesis, Lancashire Business, University of Central Lancashire School.

Kambuwa, M & Wallis, M 2002, 'Performance management and integrated development planning in South Africa', *A paper presented by Professor Marvin Kambuwa and Professor Malcolm Wallis at the Twenty Fourth Round Table Conference of the African Association for Public Administration and Managenment (AAPAM),* Maseru, Lesotho, November 25th-29th.

Keplan, SL 2012, 'Business strategy, people strategy and total rewards', *Benefits & Compensation*, vol. 44, no. 9, pp. 12-19, viewed 14 September 2015, http://www.ifeb.org

Kerlinger, FN & Lee, HB 2000, *Foundations of behavioral research,* 4th edn, Harcourt College Publishers, Holt, NY.

Kerr-Phillips B, Thomas, A 2009, 'Macro and micro challenges for talent retention in South *Africa,' SA Journal of Human Resource Management*, vol.1, no. 7, pp.82-91.

Kettl, DF 1997, 'The global revolution in public management: driving themes, missing links', *Journal of Policy Analysis and Management*, vol.16, no. 3, pp. 446-462.

Khan, WA 1990, 'Psychological conditions of personal engagement and disengagement at work', *Academy of Management Journal*, vol. 33, no. 4.

Khatri, B 2014, 'Toolkit for managing HR issues', *Sai Om Journal of Commerce & Management*, vol. 1, no. 5, viewed 18 September 2015, http://www.saiompublications.com

Kock, R & Burke, M 2008, 'Managing talent in the South African Public service, *Public Personnel Management,* vol. 37, no. 4.

Koketso, LP. & Rust, BA 2011, 'Perceived challenges to talent management in the South African public service: An exploratory study of the City of Cape Town municipality, *African Journal of Business Management,* vol. 6, no. 6, pp. 2221-2233.

Koma, SB 2010, 'The state of local government in South Africa: issues, trends and options, *Journal of Public Administration*. vol.45, No. 11, pp. 111-120.

Kontoghiorghes, C & Frangou, K 2009, 'The association between talent retention, antecedent factors and consequent organisational performance', *SAM Advanced Management Journal*, vol. 74, no. 1, pp. 29-58.

Krauss, SE 2005 'Research paradigms and meaning making: a primer', *The Qualitative Report*, vol. 10, no. 4, pp. 758-770.

Kur, E and Burning, R 2003, 'Assuring cooperative leadership for future', *The Journal of Management Development*, vol. 9/10, pp. 761-779.

Lance, L *Retention: is it getting enough attention? White Paper*, Hays PLC, viewed 14 September 2015, http://www.hays.cn/en/media-centre/HAYS

Lawler, EE 2008, *Talent: Making people your competitive advantage*, Jossey-Bass, San Francisco, CA.

Lee, I 2005, 'Evaluation of Fortune 100 companies' web sites', *Human Systems Management*, vol. 24, no.2, pp. 175-182.

Leedy, PD & Ormrod, JE 2010, *Practical research: planning and design,* 9th edn, Prentice Hall, Upper Saddle River, NJ.

Lewis, RE & Heckman, R J 2006, 'Talent management: A critical review', *Human Resource Management Review,* vol. 16, pp. 139–154.

Local Government Treasury 2010, 'Managing municipal personnel', *Local Government Expenditure Review*, pp. 105-121, viewed 14 September 2015, http://www.treasury.gov.za

Local Government, *Municipal Demarcation Act, 1998 (Act 27 of 1998)*, Republic of South Africa 1998, Government Printer, Pretoria.

Local Governmen,: *Municipal Systems Act 2000' (Act No. 32 of 2000. Republic of South Africa,* Government Printer: Cape Town.

Lockwood, NR 2006, 'Talent management: driver for organizational success', *SHRM Research Quarterly*, vol. 51, no. 6, pp. 1-11.

Lockwood, NL 2007, 'Leveraging employee engagement for competitive advantage', *SHRM Research Quarterly*, viewed 26 June 2011, http://www.improvedexperience.com/...02

Long, CS, Perumal, C & Ajagbe, MA 2012, 'The impact of human resource practices on employees' turnover: a conceptual model', *International Journal of Contemporary Research in Business*, vol. 4, no. 2, pp. 629- 641.

Lor, P 2011, Preparing for research: metatheoretical considerations, International and *Comparative Librarianship,* ch:3.

Lubitsch, G & Smith, I 2007, 'Talent management: a strategic imperative', *The Ashridge Journal*

Macey, WS and Schneider, B 2008, 'The meaning of employee engagement', *Industrial and Organisational Psychology*, vol. 1, pp. 3–30.

Mack, C, Woodsong, K, MacQueen, KM, Guest, G & Namey, E 2005, *Qualitative research methods: A data collector's field guide, USAID,* Family Health International, Research Triangle Park, NC, USA.

Mackenzie, N & Knipe, S 2006, 'Research dilemmas: paradigms, methods and methodology' *Issues in Educational Rererach,* vol. 16, no. 2, pp. 193-205.

Mackie, B 2008, *Organisational performance management in a government context: a literature review*, Scottish Government Social Research, Crown Copyright, viewed 12 May, 2012, http:/www.scotland.gov.uk/socialresearch

Manpower Inc. 2006, *Confirming the coming talent crunch: what's next?* Manpower. com/mpcom/files?

Mansour, M 2013, 'Evaluation of training in organisations: an empirical investigation from a developing country', *International Journal of Education & Research*, vol. 1, no. 6, pp. 1-12, viewed 10 September 2015, http://www.ijern.com

Marczyk, G, De Matteo, D & Festinger, D 2005, *Essentials of research design and methodology*, John Wiley & Sons, Hoboken, New Jersey.

Markos, SK & Sridevi, MS 2010, 'Employee Engagement: The key to improving performance, *International Journal of Business and Management,* vol. 5., no. 12.

Marley-Wallace, E 2007, *Keeping up the good work*, Charter 1, pp. 28-30.

Marr, B 2008, 'Strategic Performance Management in government and public sector organisations', *World conference on intellectual capital for communities*, 22-23 May 2008, The Advanced Performance Institute, BWMC Ltd, UK.

Maserumule, MH 2008, 'Framework for strengthening the capacity of municipalities in South Africa: developmental local government perspective',. *Journal of Public Administration*, vol. 43, no. 32.

Matthews, DJ 2009, 'One Size Fits One. Right Management', www.linkageinc.com

Mbele, N 2010, 'Challenges facing municipalities management', *Management Today,* vol. 1.

McCartney, C & Garrow, V 2006, *Management Journey*, Rofferpark Institute.

McCauley, C & Wakefield, M 2006, 'Talent Management in the 21st Century', *The Journal for Quality and Participation*, vol. 29, no. 4, pp. 4-7.

McGee, R 2008, *Making it happen: developing talent in the workplace*, special report, viewed 30 July 2013, www.rmgconsulting.com/.../

McKinsey & Company 2010, 'Building organisational capabilities', McKinsey Global Survey results. *McKinsey Quarterly.*

McMillan, JM and Schumacher, S 2006, *Research in education: evidence-based inquiry*. 6th edn, Pearson Education Inc, Boston, MA.

Melcrum Publishing, 2005, 'Employee Engagement: how to build a high-performance workforce', An independent Melcrum Research, Report Executive Summary.

Mercer 2013, 'Global performance survey,' *executive summary*, Mercer LLC, viewed 16 September 2015, http://www.mercer.com

Merriam, S 2009, *Qualitative research: a guide to design and implementation*, Jossey Bass, San Franscisco, CA.

Mertens, DM 2005, *Research methods in education and psychology: integrating diversity with quantitative and qualitative approaches,* 2nd edn, Sage, Thousand Oaks.

Meyer, JP, Allen, NJ 1997, *Commitment in the work place: Theory, research and application*, Sage Publication Inc.,Thousand Oaks

Meyer, I & Cloete, F 2006, *Policy dynamics: change, failure and success*, in Cloete, F, Wissink, H & De Coning, C (Eds), 2rd. edn, Improving Public Policy, Van Schaik, Pretoria

Michaels, E, Handfield-Jones, H & Axelrod, B 2001, *The war for Talent*, Harvard Business School Press, Boston.

Miles, S 2010, 'Hiring and keeping the best employees: best practices in attracting, managing and retaining best talent in your organisation', Miles Consulting LLC, viewed 16 September 2012, http://www.linkedin.com/

Ministry of Provincial Affairs and Constitutional Development (RSA) 1997, G*reen paper on local government.*

Mohlala, G, Phago, KG & Mphehle, Z 2014, 'Management of training and development : a case study of the greater Tubatse local municipality', *Journal of Public Administration*, vol. 49, no. 1, pp. 217-228, viewed 06 September, http://www.reference.sabnet.co.za

Mosqueda, M 2008, 'The impact of total rewards in a downshifting economy', *White Paper*, Lockton Companies, LLC, viewed 11September 2015, http://www.lockton.com

Moya, M May 2010, 'Local government turnaround strategy: HR issues'. *Presentation at KZN Cogta,* viewed 9 February 2011, http://www.kwazulunatal.gov.za/HRconvention/press

Munsamy, M & Bosch-Venter, A 2009, 'Retention factors of management staff in the maintenance phase of their careers in local government', *SA Journal of Human Resource \management,* vol. 7, no. 1, pp. 1−9.

National Human Resources Management and Development Strategy (HRM&D) − blueprint for local government, SALGA, viewed 10 August 2015, http://www.salga.org.za

National Performance Management Advisory Commission, 2010, *A Performance Management Framework for State and Local Government: From measurement and reporting to management and improving,* National Performance Management Advisory Commission, USA, viewed 10 March 2012, http://www.pmcommission.org

Newhouse, MS Barbara, OL & Jones, F, *Strategic talent management: assessment as a foundation next generation strategies in the ongoing talent war*, White Paper, IPAT.

Ng, ESW & Burke, RJ 2005, 'Person-organization fit and the war for talent: does diversity management make a difference?' *International Journal of Human Resource Management*, vol. *16*, no. 7, pp. 1195-1210.

Ngozwana, K and Rugimbana, R 2011, 'Assessment of talent retention strategies: the case of a large South African company (CSA)', *African Journal of Business Management* vol. 5, no. 5, pp. 1524 – 1527.

Niaz, AS 2011, 'Training and development strategy and its role in organisational performance', *Journal of Public Administration and Governance*, vol. 1, no. 2, pp. 42-57, viewed September 01, http://www.macrothink.org

Nilsson, S & Ellström, P 2012, 'Employability and talent management: challenges for HRD practices', *European Journal of Training and Development*, vol. 36, no. 1, pp. 26-45.

Nombembe, T 2008. Personal Interview. Mail & Guardian, viewed 17 May 2012, m**http://mg.co.za/article/2008-06-22-local-govts-spending-black-hole**

Nyalunga, D 2006, 'The revitalisation of local government in South Africa, *International NGO Journal,* vol. 1, no. 1.

O'Callaghan, A 2008, *Talent Management review*, FASSET, viewed 19 September, 2012, *www.fasset.org.za/downloads/.../*

Oberholzer, C 2012, *Local Government Municipal turnaround and clean audit*, Deloitte & Touche.

Ochurub, M & Bussin, M 2014, 'Organisational readiness for introducing a performance management system', *SA Journal of Human Resource Management*, vol. 10, no. 1, viewed 05 September, http://www.sajhrm.co.za

O'Leary, Z 2004, *The essential guide to doing research,* Sage, London:

Omotoye, AMT & Malan, L. P 2011, 'Conceptualising labour turnover and retention management in the Senior Management Service, *African Journal of Public Affairs*, vol. 4, no. 1, pp. 160-169.

Oosthuizen, P & Nienaber, H 2010 'The status of talent management in the South African consulting civil engineering industry', *Journal of the South African Insitution of Civil Engineers,* vol. 52, no. 2, pp. 41-47.

Oppermann, M 1995, 'E-mail surveys: Potentials and pitfalls', *Marketing Research, vol.7*3, pp. 29-33.

Osmania, F & Maliqi, G 2012, 'Performance Management, its Assessment and importance', *Procedia-Social and Behavioural Sciences*, vol. 41, pp. 434-441, viewed 17 March 2012, www.sciencedirect.com

Owence, C, Pinagase, TG & Mercy, MN 2014, 'Causes and effects of turnover in the academic development centre: a case for a historically black university in South Africa', *Mediterranean Journal of Social Sciences*, vol. 5, no. 1, viewed 11 September 2015, http://www.mcser.org

Parry, E 2008, *Nurturing talent*: *a research report*, Learndirect Business and Cranfield School of Management, Cranfield University, Bedford, UK.

Piotrowski, C & Armstrong, T 2006, 'Current recruitment and selection practices: a national survey of fortune 1000 firms', *North American Journal of Psychology*, vol. 8, no. 3, pp. 489-496.

Pollitt C & Bouckaert, G 2003, '*Evaluating public management reforms*', An international perspective', in Wollman, H, *Evaluation of public sector reform: concepts and practice* in International Perspective, Edward Elgar: Cheltenham.

Pretorius, D & Schurink, W 2007, 'Enhancing service delivery in local government: the case of a district municipality', *SA Journal of Human Resource Management*, vol. 5, no. 3, pp. 19 – 29.

Pruis, E 2011, 'The five key principles for talent development', *Industrial and Commercial Training*, vol. 43, no. 4, pp. 206-16, viewed 10 September, http://emeraldinsight.com/

Public Service Commission (RSA) 2010, 'Integration, coordination and effective public service delivery', *Report on the SOPPS 2010 Round Table Discussion*, viewed April 8 2011, http://www.psc.gov

Pulakos, ED 2004, 'Performance management: a road map for developing, implementing and evaluating performance management systems', *SHRM Foundation*, viewed 14 September 2015, http://www.shrm.org

Pyper, D & Boreham, P 2010, *Total Reward and Total Remuneration*, HayGroup, viewed 18 May 2013, *https://private.ome.uk.com*

Radnor, Z & McGuire, M 2004, 'Performance management in the public sector: fact or fiction?' *International Journal of Productivity and Performance Management*, vol. 53, no. 3, pp. 245 – 260.

Ramlall, S 2003, 'Managing employee retention as a strategy for increasing organisational competitiveness', *Applied Human Resource Management Research*, vol. 8, no. 2, pp. 63-72, viewed September 16, http://www.xavier.edu/appliedhrmresearch/2003

Reid, M 2005, 'Applying succession management benefits for leadership continuity', *Journal of Business Management*, vol. 3, no. 6, pp. 35-44.

Report on the Assessment of Recruitment and Selection Practices in respect of Section 57 Managers and Municipal Managers', The Public Service Commission (RSA), Puisano Business Development ISBN: 978-0-621-40042-7 ; www.psc.gov.za

Republic of South Africa 1995, *White Paper on the Transformation of the Public Service* (Notice 1227 of 1995), Government Printer, Pretoria.

Republic of South Africa 1996, 'Constitution of the Republic of South Africa 108 of 1996', Government Printer, Pretoria.

Republic of South Africa 1997, *White Paper on Service Delivery: Batho Pele, Notice 1459.* Government Printer, Pretoria.

Republic of South Africa 1998 Local government: *Municipal Structures Act, No. 117,* Government Gazette, vol. 402, no. 19614.

Republic of South Africa 1998, *Local Government, Municipal Demarcation Act, 1998 (Act 27 of 1998)*, Government Printer, Pretoria.

Republic of South Africa 2000, Local Government: Municipal Systems Act No. 32 of 2000, Government Printer, Cape Town.

Republic of South Africa: Department of Cooperative Governance and Traditional Affairs 2012, 'Revised national capacity building framework (NCBF) for local government: 2012 to 2016,

Republic of South Africa: Local Government Municipal Finance Management Act, 2003 (Act 56 of 2003

Republic of South Africa: *The Local Government Sector Education and Training Authority*, 2007, LGSETA 2007, Annual Report.

Republic of South Africa *Revised national capacity building framework (NCBF) for local government: 2012 to 2016',*: Department of Cooperative Governance and Traditional Affairs.

Rice, P 2013, 'Talent management: why greater segmentation delivers results', *The HR Observer*: *Human resource insights from and for middle managers*, viewed 09 September 2015, http://www.theobsever.com

Ringo, T, Schweyer, A, DeMarco, M, Jones, R & Lesser, E 2008, *Integrated talent management: Part 3 - Turning talent management into a competitive advantage,* IBM Corporation, Somers, NY.

Robertson, I, Cooper, T & Cary, L 2010, 'Full engagement: the integration of employee engagement and psychological well-being', *Leadership and Organization Development Journal* vol. 31, no. 4, pp. 324-336.

Robertson-Smith, G & Markwick, C 2009, *Employee Engagement: a review of current thinking,* Institute for Employment Studies (IES).

Rothwell, WJ 2010, *Effective succession planning: Ensuring leadership continuity and building talent from within*, 4th edn, American Management Association, New York.

Roux, NL 2005, 'Unrest at the local sphere of government in South Africa: unrealistic expectations or the inability to implement policies?' *Strategic Review for Southern Africa,* viewed 10 September 2012, http://goliath.ecnext.com.

Ryan, AM & Tippins, NT 2004, 'Attracting and selecting: what psychological research tells us', *Human Resource Management*, vol. 43, no. 4, pp. 305-31.

Saks, AM 2006, 'Antecedents and consequences of employee engagement', *Journal of Managerial Psychology*, vol. 21, no. 7, pp. 600-619.

Salopek, JJ 2008, 'Retention buzz', *Training and Development*, vol. 62, no. 1, pp. 23−25.

Saunders, M, Lewis, P & Thornhill, A 2007, *Research methods for business students,* 4th edn, Prentice Hall, London.

Scottish Executive Social Research 2007, *Employee engagement in the public sector: review of literature,* 4-Consulting & DTZ Consulting & Research, viewed 13 December 2011, www.scotland.gov.uk/socialresearch

Selwyn, N & Robson, K 1998, 'Using e-mails as a research tool', *Social Research*, no. 21, viewed 18 May 2014, http://wwww.soc.surrey.ac.uk

Shah, C & Burke, G 2003, 'Skill shortages: concept measurement and implications', *Centre for the economics of education and Training, Working paper no. 52*, November 2003.

Sharma, A & Narang, GS 2012, 'Achieving competitive advantage through HR practice', *National Conference on Emerging Challenges for Sustainable Business*, 2012, pp. 750-766.

Silzer, R & Church, AH 2009, 'The pearls and perils of identifying potential', *Industrial and Organisational Psychology*, *vol. 2, no. 4, pp.377-412.*

Silzer, R and Dowel, BE 2010, *Strategy-Driven Talent Management: A Leadership Imperative*, J-B SIOP Professional Practice Series, Amazon.

Singh, AK & Sabharwal, S 2010, 'Talent quotient model for effective talent management: an empirical study', paper submitted for presentation in the technical session on *Talent Management in the Globalised Scenario'*, in the 63rd All India Commerce Conference Annual Conference of the Indian Commerce Association, Goa University, Goa, Oct. 1-3, 2010.

Social Market Foundation 2005, *To the point: a blueprint for good targets*, Report of the Commission on Targets in the Public Services, Social Market Foundation, London.

Sokro, E 2012, 'Impact of employer branding on employee attraction and retention'*, European Journal of Business Management*, vol. 4, no. 18, pp. 164-173, viewed 13 September 2015, http://www.pakacademicresearch.com

Sounders, M, Lewis, P & Thornhill, A 2009, *Research methods for business students,* Pearson Education, London

South Africa: Public Service Commission 2009, 'The State of the Public Service Review'*,* Report, Government Printers, Pretoria.

South African Local Government Association (SALGA) 2010, 'State of South African local government: a focus on labour relations, capacity building and human resource management', *Paper presented for discussion at HR policy conference, Limpopo,* viewed April 20 2011, http://www.kwanaloga.gov.za/...download/aspx?

Stahl, GK, Björkman, I, Farndale, E, Morris, SS, Paauwe, J, Stiles, P, Trevor, J & Wright, PM 2007, *Global talent Management: How leading multinationals build and sustain their talent pipeline,* INSEAD, Faculty and research working paper.

Stainton, A 2005, 'Talent management: latest buzzword or refocusing existing processes'? *Competency and Emotional Intelligence*, vol. 12, no. 4, pp. 39-43.

Talent2, '*Best practices for building effective talent pools: why is talent pooling important?* White Paper, Recruitment Process Outsourcing in summary, viewed 10 October 2012, http://www.talent2.com

Tansley, C 2011, 'What do we mean by the term "talent' in talent management?" *Industrial and Commercial Training*, vol. 43, no. 5, pp. 266 – 274.

Tardos, K & Pedersen, JJ 2011, 'Recruitment channels and strategies for employing the low-skilled workers in Europe', *Review of Sociology*, vol. 4, pp. 95- 112.

Tate, R 2007, 'Retaining skilled, trained workers', *Financial Executive,* June 1, p.16.

Teddie, C & Tashakkori, A 2008, *Foundations of mixed methods,* Sage Publications, Thousand Oaks.

Terrell, SR 2012, 'Mixed methods research methodologies', *The Qualitative Report,* vol. 17, pp. 254-280.

Thach, E 1995, Using electronic mail for data collection in organisational research, *Academy of Management Journal,* vol. 29, pp. 159-169.

The Local Government Hand Book: 'A complete guide to municipalities in South Africa (2013)', 3rd edn, *ISSUU*, viewed 2 January 2013, http://www.localgovernment.co.za

The Public Service Commission (RSA), *Report on the Assessment of Recruitment and Selection Practices in respect of Section 57 Managers and Municipal Managers*, Puisano Business Development, ISBN: 978-0-621-40042-7 ; www.psc.gov.za

The State of the Public Service Review Report', Public Service Commission 2009, South Africa, Government Printers, Pretoria.

Thite M., Johnson, R.D (eds), *Human resource information systems: Basics, applications & directions* (pp. 2-34), SAGE, Thousand Oaks, CA.

Thite, M, Kavanagh, MJ & Johnson, RD 2012, 'Evolution of human resource management & human resource information systems: The role of information technology', in Kavanagh, M.J., Thite, M., Johnson, D (eds), *Human resource information systems: Basics, applications & directions* (pp. 2-34). SAGE, Thousand Oaks, CA.

Thornhill, C 2008, 'The transformed local government system: some lessons', *Journal of Public Administration,* vol. 43, no. 32, pp. 492-511.

Tower Watson and WorldatWork 2010, *Creating a sustainable rewards and talent management model: results of the 2010 global talent management and rewards study*, viewed 18 July 2012, http://www.towerswatson.com\

Towers Perrin (2007–2008), *Towers Perrin global engagement workforce study*, White Paper, Stamford.

Tucker, E, Kao, T & Verma, N 2005, *Next-generation talent management: Insights on how workforce trends are changing the face of talent management*, viewed 20 August 2012, www.hewitt.com

Tulgan, B 2002, *Winning talent wars*, WW Norton & Company, New York.

Udall, S & Szaroleta, S 2010, 'Are you wasting or using talent? how to survive and thrive by becoming a talent rich organisation', *Business Leadership Review*, vol. VII, no. II, pp. 1 -10, viewed 20 July 2012, www.mbaworld.com/blr

Uren, L 2011, 'What talent wants: the journey to talent segmentation', *Strategic HR Review,* vol. 10, no. 6, pp. 31 – 37.

Van Dijk, HG 2008, 'Administration vs. talent: the administrative context for talent management', *Journal of Public Administration, vol. 44, no 3.1,* pp. 520-530.

Vannieuwenhuyze, J. Loosveldt, G and Molenberg, W 2010, A method for evaluating mode effects in mixed mode surveys, *Public Opinion Quarterly*, vol 74, no. 5, pp. 1027 – 1045.

Venkatesh,V, Brown, SA & Bala, H 2013, 'Bridging the qualitative divide: guidelines for conducting mixed methods research in information systems', *MIS Quarterly,* vol. 37, no. 1, pp. 21-54.

Vij, P 2011, 'Meaning and metaphor of Talent Management', *International Journal of Management and Computing Sciences (IJMCS),* vol. 1, no. II, pp. 95-107.

Wahyuni, D 2012, 'The research design Maze: understanding paradigms, cases, methods and methodologies', *JAMR*, vol.10, no. 1, pp 69-80.

Warren, C 2006, 'Talent management curtain call', *People Management,* vol. 12, pp. 24-29.

Watson Wyatt 2007, 'Total Rewards: Maximizing value, controlling risk', Watson Wyatt Worldwide, viewed 18 September 2015, http://www.towerswatson.com

Welch, M 2011, 'The evolution of employee engagement concept', *Corporate Communication: An International Journal,* vol. 16, no. 4, pp. 328-346.

Wellins, R & Concelman, J 2005, *Creating a culture for engagement. Workforce Performance Solutions,* viewed 15 December 2010, www.ddiworld.com/pdf/wps_engagement_ar.pdf

Wellins, RS, Liu, L & Qiuyong, T 2011, *The Talent Management imperative: Fuelling China's business growth,* Development Dimensions International (DDI).

White, HL November 2009, 'Talent development and management: optimising human performance in the public sector'. *Paper presented at the International Conference on Administrative Development: Towards excellence in the public sector performance,* Riyadh, Kingdom of Saudi Arabia.

WorldatWork & Tower Watson 2012, *The talent management and reward imperative for 2012: leading through uncertain times,* WorldatWork and Tower Watson, viewed 15 June 2012, http://www.worldatwork.org.za

Yadav, RL & Dabhade, '2013 Performance management system in Maharatna companies (a leading public sector undertaking in India' – a case study of B.H.E.L Bhopal (M.P). *International Letters of Social Humanistic Sciences*, vol. 4, pp. 49-63, viewed 18 September 2015, http://www.scipress.com/Home/

Yarnall, J 2011, 'Maximising the effectiveness of talent pools: a review of case study literature', *Leadership & Organization Development Journal*, vol. 32, no. 5, pp. 510-526.

Yawson, RM & Sutherland, A 2010, 'Institutionalising performance management in R & D organisations : key Concepts and Aspects', *Journal of Social Sciences*, vol. 22, no. 3, pp. 163-172.

Zhang, S & Bright, D 2012, 'Talent definition and talent management recognition in Chinese private-owned enterprises', *Journal of Chinese Entrepreneurship*, vol. 4, no. 2, pp. 143-163.

Zikmund, WG 2003, *Business Research Methods,* 7th edn, Thompson South-Western, Ohio.

ANNEXURE 1: TALENT MANAGEMENT QUESTIONNAIRE

Dear Respondent

The purpose of this survey is to explore the current strategies and practices currently used by municipalities to attract and retain the best employees. The survey seeks to establish or elaborate on the link between talent management practices and organisations talent goals. The ultimate aim of the survey is essentially to develop a framework that would help enhance talent management in the municipalities.

We kindly request 15 to 20 minutes of your precious time to complete this questionnaire. This is purely an academic survey and your response, which will be kept strictly confidential, is a key input and a major contribution towards this research project and it will be greatly appreciated.

Before attempting to complete the questionnaire, please read through the informed consent form, which is accompanying this questionnaire. In case you agree and you are happy with what is explained in this form, then you can proceed to complete the questionnaire. Please note that no names must be used on the questionnaire.

Once you have completed the questionnaire, you can re-email it to me within the next 5 – 10 working days, using this same e-mail address: pbwowe@wsu.ac.za or at

 pbwowe@webmail.co.za

Thank you for your participation

NB. For the purpose of the survey the following terms are elaborated:

1. **Talent management:** *Talent management can be defined as "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"/or, Putting in place effective strategies and practices that can help to acquire, recruit, develop, engage and retain that talent/employees that can contribute to improved service delivery to communities through improved employees' productivity, commitment and loyalty to municipal organisations.*

2. ***Talent:*** *talent relate to 'who' a specific organisation consider as a talented employee and as such, that organisation tailors its resources to attracting, developing and retaining such employee through formalised organisational talent management strategies and practices.*

3. *For some organisations,* ***talent*** *may include all employees (inclusive approach) and for others it might be exclusive approach, based on certain determinants, such as, education, personal qualities, performance, competence, high potential and etcetera (exclusive approach) and yet for others it may be a hybrid strategy using both approaches*

<u>Please complete the questionnaire below:</u>

INSTRUCTIONS: Please mark with X or tick any alternative that may apply to you.

1.   To which of the following types of authority do you belong?

Metropolitan council	
Local Municipal council	
District Municipal council	

2.   In which province is your authority/ municipality located?

Eastern Cape	
Limpopo	
Western Cape	
Northern Cape	
Mpumalanga	
North West	
Gauteng	
Free State	
Kwazulu Natal	

3.   What is your gender?

Male	Female

4.   What is your ethnic background?

Black	White	Coloured	Asian	Other (Please specify)

5   What is your job title?

6.   Length of service in your present job (years)

Less than 1	2– 4	5– 10	11and above

7.   What is your highest qualification level?

Diploma	
Degree	
Masters degree	
PhD	
Other (specify)	

8.   Are you permanent employee?

Yes	No

9.   Use the scale below to indicate how critical the following skills are, to your organisation's survival

1	2	3	4	5	6	7
Not very critical						Very critical

	1	2	3	4	5	6	7
Engineering / technical skills							
Leadership and management skills at senior and executive level							
Economic/Financial skills							
Management and supervisory skills at lower management level							
Artisan level skills							

Cross-cutting skills e.g. change management							

10. Does your organisation experience ANY skills' gap?

Yes	No

11. If your answer to the above question is yes, in which of the following skills does your organisation experience the highest gaps? Use the scale below to indicate the gap.

1	2	3	4	5	6	7
Very Low gap						Very high gap

	1	2	3	4	5	6	7
Engineering / technical skills							
Leadership and management skills at senior and executive level							
Economic/Financial skills							
Management and supervisory skills at lower management level							
Artisan level skills							
Cross-cutting skills e.g. change management and diversity management							

Yes	No

12. Does your organisation experience turnover problems?

13. How critical is the turnover problem in your organisation? Use the scale below to indicate how critical the turnover problem is, in your organisation.

1	2	3	4	5	6	7
Not very critical						Very critical

14. What do you think are the main causes of turnover problems in your organisation?

15. Is your organisation engaged in any talent management activities?

Yes	No

16. If your answer to the question above is yes, what are the main objectives of your organisation's talent management program?

17. To what extent does your organisation use its resources on the following talent segments? Use the scale given below:

Not at all	Very little	A little	Extensively	Very Extensively	completely	
1	2	3	4	5	6	

	1	2	3	4	5	6
Top level leadership						
Employees with leadership potential at middle level						
High performers at all levels						
Professional /technical experts						
Those in critical positions						
Those with leadership potential at entry level						
The entire workforce						
Other (Please specify)						

18. Are your talent management activities part of a talent strategy, which is integrated and aligned to your organisation's goals and needs?

Yes	
No	

I am not certain	
Not yet but the organisation is trying to develop one	

19.   How far do you agree or disagree with the following statements in relation to your organisation's talent strategy?

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree				
1	2	3	4	5				

	1	2	3	4	5
Clearly defines talent and talent management					
Evaluates the current talent base					
Assesses future talent needs in relation to our business strategy					
It integrates talent management processes more directly into business strategy and operations					
Uses brand strategies, such as, compelling employee value propositions to attract and retain the best talent					
Creates more consistency in how talent is identified, developed and moved throughout the organisation					
Instils a mind-set in which talent management is a continuous process					
It has stipulated processes in place to ensure compliance with government regulations, procedures, policies and laws, governing acquisition and retention of talent					
Consistently use analytics to monitor the need for, supply and retention of talent					
Data collected for one purpose (e.g. performance management is re-used to inform another, e.g. compensation)					
Gives managers including line managers greater ownership and accountability for					

building of the talent pipeline					
It has well formulated practices to deal with generational, ethnic and geographical diversities					
Clearly defines corporate and field HR roles for designing and delivering talent solutions					
Talent management is clearly supported by top level management					
Encourages constructive collaboration among departments in managing talent					

20. Does your organisation have a formalised approach to employee engagement?

Yes	No

21 To what extent are the following employee engagement drivers, part of your talent management practices?

Not at all	Very little	A little	Extensively	Very Extensively	completely
1	2	3	4	5	6

	1	2	3	4	5	6
Fair and equitable rewards						
Job security and stability						
Culture, value and integrity						
Employee recognition						
Work/life balance						
Adequate opportunity for growth and career development						
Health, safety and wellness programs						
Interesting and challenging job						
Good boss						

Open door communication						

22. Use the scale below to indicate how far you agree or disagree with the following statements in relation to your organisation's talent identification and acquisition of talent?

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree		
1	2	3	4	5		

	1	2	3	4	5
My organisation uses succession management to address current and future organisational talent needs					
Develop competence profiles for all employees					
Use skills audits to determine individual skill capacity					
Develops and implement human resource plans (HRPs)					
Assess current and future needs in relation to our talent segments					
Developed a formalised graduate recruitment scheme for talented employees					
Interview job applicants using competency-based techniques					
Make adequate competence and experience a prerequisite for senior and critical posts					
Keep written records of our recruitment and selection processes					
Gather data on high potentials					
Uses an internal job posting process and policy that facilitates growth and movement within the organisation					
Provides incentives for employees to refer candidates					
Develops and implements employer value propositions					
Adequately implemented the employment equity plans					

23. How often does your organisation use the following metrics to measure the success of its talent programs?

Never	Rarely	Sometimes	Often	Very often				
Vacancies as a percentage of posts				1	2	3	4	5
Time taken to fill outstanding posts								
Turnover of all employees								
Cost of acquisition versus cost of development								
Assessment of the values of key employees								
Impact of the departure of key employees to business								
Employee engagement								
Employee loyalty and job satisfaction								
Exit interview data								
Other (Please Specify)								

24. Is your organisation currently using a Human resource management information system (HRIS) to support its talent management processes and activities?

Yes	No

25. How far would you agree, or disagree with the following statements about your organisation's Human Resource Information System (HRIS)?

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree				
1	2	3	4	5				
				1	2	3	4	5
It is completely an HR system								

It is not an HR system but it is customised to meet some HR functions					
The system is fully Computerised					
Partially computerised but my organisation is in the process of computerising it fully.					
Re-aligned to internal processes and other systems					
The system is currently out sourced but is manned by the organisational employees					
The system is currently out sourced and is manned by consultants					

26. Please rate your organisation's Human resource information system (HRIS) in terms of its coverage of all HR activities and its effectiveness in achieving its intended goals.

    Use the scale given below to indicate coverage, where 1 = very little coverage and 5 = extensive coverage and effectiveness with 1 = not effective and 5 = very effective

1	2	3	4	5	1	2	3	4	5
Coverage					**Effectiveness**				

27. Does your organisation use a total reward strategy to attract and retain talent?

Yes	No

28. How far would you agree with the following statements about your organisational Total Reward Strategy?

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree		
1	2	3	4	5		
			1	2	3	4	5
Components of my organisation's total rewards strategy include compensation, benefits, and development opportunities						
Our reward strategy provides meaningful pay differentiation to high						

267

performers or high potentials through both base and variable pay					
Ensure that pay and recognition are proportional to employees' performance					
The pay system is designed to promote justice and fairness among the diverse groups of employees					
The reward strategy is compliant to the legal prescripts and to corporate the governance of South African municipalities					

29. Has your organisation developed and implemented a formal performance management system (PMS)?

Yes	No	Not yet but we are in the process of developing one

30. To what extent would you agree or disagree with the following statements in relation to you organisation's performance management system (PMS)?

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	
1	2	3	4	5	

	1	2	3	4	
My organisation's performance management system has clear set of goals					
Employees are regularly evaluated					
Feedback is given on time					
The performance management system is cascaded to all levels of employees					
Performance evaluation process is transparent and fair					
It is based on realistic measures					
It is reviewed and updated regularly					
Data collected for one purpose (e.g. training and development is re-used to inform another, e.g. compensation)					

Key performance requirements are linked to individual employee growth and development					
The PMS is in line with the priority indicators and targets as contained in the IDPs					
Uses performance measuring systems, such as balance score card to evaluate individual performance					
It ensures complete compliance to all municipal policies, procedures and policies and regulations related to performance management in the local sector					

31. On the scale of 1 – 7, with 1 being extremely ineffective and 7 being extremely effective, please rate the effectiveness of your performance management system (PMS) in achieving its intended goals

1	2	3	4	5	6	7
Extremely ineffective						Extremely effective

32. Use the scale below to indicate how far you agree or disagree with the following statements in relation to your organisation's training and development practices

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree				
1	2	3	4					
				1	2	3	4	5
Training and development practices are aligned to ideals of the national capacity building framework for the local government, (NCBF)								
Use a long-term approach which focuses on recruiting people with relevant aptitude and skills								
Develop career plans with clear career path goals for each employee								
Develop mechanisms for anticipating shortfall in specialist and technical skills								

Training and development activities are integrated and aligned to succession planning to create sustainable talent pools					
There are accelerated development programs based on clearly defined leadership and management competences					
Coaching, mentorship and knowledge sharing are an ongoing practices of our development strategy					
There are opportunities across the organisational spectrum for employees to participate in leadership development efforts					

33.   Which of the following do you perceive as major obstacles or barriers to the effective implementations of talent management practices in your authority?

Diversity and equity issues	
Lack of leadership and management capacity to handle talent management issues	
Limited budgets	
Skills migration and poaching by the private sector	
Political interference	
Nepotism	
Restrictive government policies, regulations and legislations	
Other (Please Specify)	

34.   What measures would you recommend to remove or reduce the negative impact of these barriers to your talent management activities?

35.   On a scale of 1 to 7, with 1 being extremely unimportant and 7 being extremely important, please rate how important you think talent management activities have been in helping you retain the best employees within your organisation.

1	2	3	4	5	6	7
Extremely unimportant						Extremely important

36. Please provide any other comments or suggestions, if there are any, in relation to the effective management of talent in municipalities.

THANK YOU FOR YOUR TIME AND PARTICIPATION IN THE SURVEY

ANNEXURE 2: RELIABILITY ANALYSIS

SCALE COMPOSITE: PERFORMANCE MANAGEMENT SYSTEM

TABLE 5.3.1: CRONBACH'S ALPHA FOR PERFORMANCE MANAGEMENT SYSTEM

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.940	.939	12

TABLE 5.3.2: TABLE OF MEANS, STANDARD DEVIATIONS AND SAMPLE SIZE

Item Statistics

	Mean	Std. Deviation	N
My organisation's performance management system has a clear set of goals	3.6667	.89974	15
My organisation's employees are regularly evaluated	2.8667	1.06010	15
My organisation's feedback is given on time	2.6667	1.04654	15
My organisation's performance management system is cascaded to all levels of employees	1.6000	.91026	15
My organisation's performance evaluation process is transparent and fair	3.0000	1.19523	15
My organisation is based on realistic measures	3.3333	1.29099	15
My organisation's performance management system is reviewed and updated regularly	3.1333	1.45733	15
My organization's data is collected for one purpose (e.g. training and development is re-used to inform another, e.g. compensation)	2.5333	1.55226	15
Key performance requirements are linked to individual employee growth and development	2.8667	1.18723	15
The PMS is in line with the priority indicators and targets as contained in the IDPs	3.4667	.91548	15

The PMS uses performance measuring systems, such as balance score card to evaluate individual performance	3.4667	.83381	15
The PMS ensures complete compliance to all municipal policies, procedures and policies and regulations related to performance management in the local sector	3.4000	1.12122	15

SUMMARY ITEM STATISTICS FOR PERFORMANCE MANAGEMENT SYSTEM

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.000	1.600	3.667	2.067	2.292	.318	12
Item Variances	1.307	.695	2.410	1.714	3.466	.290	12

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
36.0000	113.714	10.66369	12

SCALE COMPOSITE: ORGANISATIONAL TALENT STRATEGY

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.955	.957	14

Item Statistics

	Mean	Std. Deviation	N
The organisation's talent strategy clearly defines talent and talent management	2.9167	.79296	12
The organisation's talent strategy evaluates the current talent base	2.8333	1.26730	12
The organisation's talent strategy assesses future talent needs in relation to our business strategy	2.9167	1.16450	12
The organisation's talent strategy integrates talent management processes more directly into business strategy and operations	2.6667	1.30268	12

The organisation's talent strategy operations uses brand strategies, such as, compelling employee value propositions to attract and retain the best talent	2.3333	1.15470	12
The organisation's talent strategy creates more consistency in how talent is identified, developed and moved throughout the organisation	2.5833	1.16450	12
The organisation's talent strategy instils a mind-set in which talent management is a continuous process	2.7500	1.05529	12
The organisation's talent strategy has stipulated processes in place to ensure compliance with government regulations, procedures, policies and laws, governing acquisition and retention of talent	3.4167	1.16450	12
The organisation's talent strategy consistently use analytics to monitor the need for supply and retention of talent	2.9167	.66856	12
The organisation's talent strategy utilizes data collected for one purpose (e.g. performance management is re-used to inform another, e.g. compensation)	2.5833	.90034	12
The organisation's talent strategy gives managers including line managers greater ownership and accountability for building of the talent pipeline	2.5000	1.00000	12
The organisation's talent strategy has well formulated practices to deal with generational, ethnic and geographical diversities	2.5000	.79772	12
The organisation's talent strategy clearly defines corporate and field HR roles for designing and delivering talent solutions	2.4167	.90034	12
Talent management is clearly supported by top level management	2.9167	1.08362	12

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.732	2.333	3.417	1.083	1.464	.079	14

274

Item	1.095	.447	1.697	1.250	3.797	.147	14
Variances							

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
38.2500	135.295	11.63166	14

SCALE COMPOSITE: ORGANISATIONAL TOTAL REWARD STRATEGY

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.863	.865	5

Item Statistics

	Mean	Std. Deviation	N
Components of my organisation's total rewards strategy include compensation, benefits, and development opportunities	3.0909	.83121	11
Our reward strategy provides meaningful pay differentiation to high performers or high potentials through both base and variable pay	2.3636	.92442	11
My organization ensures that pay and recognition are proportional to employees' performance	2.1818	.87386	11
The pay system is designed to promote justice and fairness among the diverse groups of employees	2.9091	1.13618	11
The reward strategy is compliant with the legal prescripts and to corporate the governance of South African municipalities	3.5455	1.03573	11

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.818	2.182	3.545	1.364	1.625	.306	5
Item Variances	.935	.691	1.291	.600	1.868	.060	5

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14.0909	15.091	3.88470	5

SCALE COMPOSITE: ENGAGEMENT DRIVERS

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.919	.919	10

Item Statistics

	Mean	Std. Deviation	N
Fair and equitable rewards are part of talent management practices	3.0500	1.05006	20
Job security and stability are part of talent management practices	3.8000	1.28145	20
Culture, value and integrity are part of talent management practices	3.2500	1.06992	20
Employee recognition is part of talent management practices	2.8000	1.15166	20
Work/life balance is part of talent management practices	3.2000	1.10501	20
Adequate opportunity for growth and career development is part of talent management practices	3.1500	1.49649	20
Health, safety and wellness programs are part of talent management practices	4.1000	1.29371	20
Interesting and challenging job are part of talent management practices	3.1000	1.29371	20
Having a good boss is part of talent management practices	3.1000	1.02084	20
Open door communication is part of talent management practices	3.2000	1.19649	20

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.275	2.800	4.100	1.300	1.464	.147	10

276

| Item | 1.450 1.042 | 2.239 | 1.197 2.149 | .134 | 10 |
| Variances | | | | | |

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
32.7500	83.776	9.15294	10

SCALE COMPOSITE: TALENT IDENTIFICATION

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.883	.876	14

Item Statistics

	Mean	Std. Deviation	N
My organisation uses succession management to address current and future organizational talent needs	2.4286	1.24786	21
Future organisational talent needs develop competence profiles for all employees	3.1905	1.36452	21
My organization uses skills audits to determine individual skill capacity	3.8095	.67964	21
My organization develops and implements human resource plans (HRPs)	3.1429	.85356	21
My organization assess current and future needs in relation to our talent segments	2.9048	1.09109	21
My organization has developed a formalised graduate recruitment scheme for talented employees	3.2381	1.30018	21
My organization interviews job applicants using competency-based techniques	3.5238	1.24976	21
My organization makes adequate competence and experience a prerequisite for senior and critical posts	3.5714	1.24786	21
My organization keeps written records of our recruitment and selection processes	4.0476	1.02353	21

My organization gathers data on 3.1905 .92839   21
high potentials

My organization uses an internal 3.1905 1.36452   21
job posting process and policy that
facilitates growth and movement
within the organisation

My   organization   provides 1.9048 .70034   21
incentives for employees to refer
candidates

My organization develops and 2.7619 1.04426   21
implements   employer   value
propositions

My organization has adequately 3.1905 1.03049   21
implemented   the   employment
equity plans

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.150	1.905	4.048	2.143	2.125	.296	14
Item Variances	1.216	.462	1.862	1.400	4.031	.226	14

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
44.0952	94.690	9.73090	14

TRAINING AND DEVELOPMENT
Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.922	.922	8

Item Statistics

	Mean	Std. Deviation	N
My organisation's training and development practices are aligned to ideals of the national	3.4737	.69669	19

capacity building framework for the local government, (NCBF)			
My organisation uses a long-term approach which focuses on recruiting people with relevant aptitude and skills	3.1579	.83421	19
My organisation develops career plans with clear career path goals for each employee	2.7895	.91766	19
My organisation develops mechanisms for anticipating shortfall in specialist and technical skills	2.8421	.89834	19
My organisation's training and development activities are integrated and aligned to succession planning to create sustainable talent pools	2.5263	1.12390	19
My organisation has accelerated development programs based on clearly defined leadership and management competences	3.3158	.88523	19
My organisation's coaching, mentorship and knowledge sharing are on-going practices of our development strategy	2.8947	.80930	19
There are opportunities across the organisational spectrum for employees to participate in leadership development efforts	2.8421	.95819	19

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.980	2.526	3.474	.947	1.375	.097	8
Item Variances	.806	.485	1.263	.778	2.602	.052	8

ANNEXURE 3: PHASE 2: INTERVIEW SCHEDULE

PHASE 2: INTERVIEW SCHEDULE

CRAFTING STRATEGIES TO IMPROVE TALENT MANAGEMENT IN SELECTED SOUTH AFICAN MUNICIPALITIES

INTERVIEW SCHEDULE

PhD RESEARCHER: Patrick Bwowe

SUPERVISOR: Professor Collins Miruka

Preamble

This interview schedule was used as part of the data collecting tool for phase 2 of the study. The schedule was used as a guide by the interviewer and it was not intended to dictate or inform the interviewees of the questions that were to be part of the interviews. Participants were allowed to make their contributions freely but were to be guided by some sort of order since these were semi-structured interviews.

1. OPENING REMARKS

- Welcoming participant

- Informing them about the topic

- Confirmation of anonymity, confidentiality and related research ethical issues

- Request permission from participants to tape record the interviews

- Brief explanation of the research objectives

- Explanation of how the study would benefit participants

- Briefly explain the nature of the study, the topic, and its benefit to all involved

INTRODUCTION

Talent management:

Talent management can be defined as "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"/or,

Putting in place effective strategies and practices that can help to acquire, recruit, develop, engage and retain that talent/employees that can contribute to improved service delivery to communities through improved employees' productivity, commitment and loyalty to municipal organisations.

RESEARCH QUESTIONS

1   Is your organisation aware of the growing importance of talent management in the retention efforts of talented employees?

2. Is your organisation's human resource information system fully integrated and aligned to all the HR functions and processes?

3   Can you share your views on how performance management is implemented in your organisation?

4   Probing question: What criteria do you use to identify good performers and who to give more training, promote or employ, if you do don't have good performance systems in place?

5   Is succession management part of your talent management strategy? Please share your views on how they apply succession management talent management in your organisation

6.   Do you have a formalised strategy to deal with employee training and development issues?

ANNEXURE 4: INFORMED CONSENT

Graduate School of Business and

Government Leadership (GSB&GL)

Private Bag x 2946, Mmabatho

South Africa, 2735

SUBJECT INFORMATION AND INFORMED CONSENT

Study title: Crafting strategies to improve talent attraction and retention in municipalities through effective talent management practices

Investigator / Researcher details: Patrick Bwowe, PhD student at the Graduate School of business and Government, North West University, RSA.

Supervisor and study leader: Professor Collins Miruka, Graduate School of business and Government, North West University, RSA.

Purpose of the study:

This is a survey on talent management in South African municipalities. Its purpose is to explore the current strategies and practices currently used by municipalities to attract and retain the best employees. The survey seeks to establish or elaborate on the link between talent management practices and organisational talent management goals. The ultimate aim of the survey is essentially to develop a framework that would help enhance the attraction and retention the best employees through effective talent strategies and practices.

Benefits of this Study:

This is purely an academic survey, and there are no direct benefits attached to it. Indirect benefits envisaged relate to the expected knowledge contribution on talent management in municipalities that will accrue from your participation in the survey.

Risks or discomforts:

No risks or discomforts are anticipated from taking part in this study. If you feel uncomfortable with a question, you can skip that question or withdraw from the study altogether. If you decide to quit at any time before you have finished the questionnaire, your answers will **NOT** be recorded.

Confidentiality:

Your responses will be kept completely confidential. We will NOT seek to know your names. Only the researcher will see your individual survey responses and the results of the content analysis. No names will be used in the coding of data and responses will be reported in aggregate form.

The e-mail you have used in responding to this survey will remain strictly confidential. The list of e-mail addresses of our participants will be stored electronically in a password protected folder; a hard copy will be stored in a locked filing cabinet. After we have finished data collection, we will destroy the list of participants' e-mail addresses. If the results of this study are written in a scientific journal or presented at a scientific meeting, your personal details will not be used.

*Decision to quit at any time:*

Your decision to take part in this research study is entirely voluntary. You may refuse to take part in or you may withdraw from the study at any time without penalty. If you do not want to continue, you can simply delete the e-mail.

Contact information:

If you have concerns or questions about this study or completing the questionnaire, please contact the researcher at 0732843584 or on e-mail: pbwowe@wsu.ac.za. If you have any questions or concerns about your rights as a research subject, you can contact the North West University Research Ethic Committee through my supervisor, Professor Collins Miruka at 0183892496/ Cell: 0716025262 or on e-mail: mirukaco@gmail.com.

By beginning the survey, you acknowledge that you have read this information and agree to willingly participate in this research, with the knowledge that you are free to withdraw your participation at any time without penalty.

ANNEXURE 5: INVITATION LETTER TO PARTICIPATE
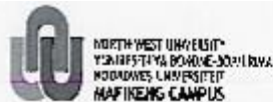
NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT
MAFIKENG CAMPUS

Graduate School of Business and
Government Leadership (GSB&GL)
Private Bag x 2946, Mmabatho
South Africa, 2735
Tel 018-389 2496 Fax: 018-389 2335
Email: Collins.miruka@nwu.ac.za
July 22, 2013

To Whom It May Concern

Dear Sir/Madam

PhD Research: The status of talent management in South African local government

Mr. Patrick Bwowe is a PhD candidate at North West University (Mafikeng Campus) looking at various elements of talent management in South African municipalities. Findings from this study will contribute to the development of talent management practices in South African municipalities and in similar jurisdictions elsewhere.

We kindly request you to participate by completing the survey questionnaire regarding some of the salient issues the student is investigating as informed by the extant literature and current practice. The survey will demand approximately 20-30 minutes of your time. You are free to withdraw your consent and discontinue participation at any time without prejudice. This study is for academic purposes only and it is anticipated that its successful completion will enhance the capabilities of the researcher. Kindly inform us should you wish to receive a summary of the findings on completion of the study. Please do not hesitate to contact me should you require any further clarity on this matter.

Hope you find the above in order

Kind Regards,

Prof. Collins Miruka, PhD
Associate Professor of Management Sciences
Graduate School of Business & Government Leadership
North West University - Mafikeng Campus
Office Tel.: +27 18 389 2496
E-mail: collins.miruka@nwu.ac.za