Investigating the effects of talent management strategies in a South African pharmaceutical organisation

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It all starts here ™

ABSTRACT

Human capital has become the unique asset recognised by organisations worldwide as a rare commodity that can be used to compete without fear of imitation by competitors. Organizations such as Pharmaceutical companies are considered highly technical as well as consulting in nature and thus have been evolving as knowledge- based organizations to stay sustainably viable.

Managing potential and talent to stay competitive has been centre to the creation of human capital. Organisations need to be able to hold on to their potential and talented employees or be left struggling to fill the cavity left by competent individuals. Many organisations have talent strategies employed and a definite approach to manage potential individuals but do employees actually recognise the value. Considering that added-value can in short be defined as the customer's perception of a product or service's value and keeping in mind that employees are the organisations internal customers leads to the consideration, what is the value they attach to talent and potential management outcomes and how important is it really in the context of employee satisfaction and self-realisation.

The aim of this study was to answer the questions on employee views with regard to the effect of talent management strategies. This research study was conducted in a large multinational pharmaceutical organisation subsidiary in South Africa. The applied approach in this study was non –probable in nature with both elements of accidental and convenient sampling. The target population included all employees at various levels in the pharma- and consumer divisions of the organisation. The study population was subsequently created by the respondents that decided to fully complete the survey.

The investigation was implemented via a survey which assessed the alignment of the organisational effort with the subsequent success achieved concerning talent management as perceived by different level employees in the organisation. The survey constructs was identified during a literature review that contributed to the creation of an own model to assist in breakdown of approaches into constructs that would drive employees perceptions (bottom – up view).

The analyses of data was initiated by descriptive data analysis and the preferred manner of analyses was Cohen's effect sizes and Tukey's post hoc test in an attempt to provide a richer

understanding of the effect of each construct on talent management. The aim of using this statistics was to find whether there is a large enough difference to indicate an effect in practice.

The conclusion derived from this study regarding the effect of talent management strategies in a South African pharmaceutical company clearly showed that effort with regard to talent management constructs such as employee engagement, career development, and managerial support was not adequately translated to employee level. Even though performance management, culture and employee empowerment was performing at a higher evaluated value only culture frequently pulled through on both effort and success achieved.

The results indicate that even though systems and talent strategies exist the consequences of these talent objectives and practices does not necessarily transfer into practically observable outcomes of perceived value to the employees in this study population.

Key terms: Talent, engagement: retention, development, performance, support, strategies, employee perception.

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INTRODUCTION, PROBLEM STATEMENT AND OBJECTIVES

1.1 INTRODUCTION

1.2 1 Background to research area

It is broadly recognized that financial management is crucial to organisational survival, especially in economically tense times. It has become clear that sound talent management is as critical for sustainability and future success as the financial wellbeing of an organisation (Silzer & Dowell, 2009).

Fickle economic conditions are revealing that the forces of globalization have resulted in fast moving, exceedingly technical organisations with an urgent need to achieve a competitive advantage and perform above par. Unfortunately the reality is that products as well as technology can be copied by competitors but that the edge they are so vigorously seeking has become embedded in humans. Human capital presents a unique opportunity to develop a more sustainable, competitive edge (Hough et al., 2011).

As the local and global competition among rivals in a specific market increases, organisations are forced to invest in the development of their human capital to respond to increasing pressures, pushing organisations to be more effective and efficient in leveraging their talent pools. It is thus obvious that the employees identified as talent or potential talent, become crucial to their organisation's competitive edge, versus their competitors' (Bhattacharya, 2014).

In more recent times, more organisations are taking on talent management programs to retain employees, due to the high costs associated with advertising, interviewing and training new employees. These costs increase exponentially when the turnover is at middle or senior management levels (Neelam et al., 2013).

The market therefore seems to have moved to a talent orientated environment - more focused on in-house development, with the aim of retention becoming more important than ever before (Bhattacharya, 2014).

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Silzer and Dowell have noted in 2009 that the time allocated to obtain and develop top people can never be seen as wasted, too much effort or even too expensive (Silzer & Dowell, 2009).

1.1.2   **Motivate topic's actuality**.

The link between organisational performance and effective talent management is undeniable (Neelam et al., 2013). Many organisations today propagate that people are their top commodity which implies that companies would be in serious distress without competent employees, who are good at what they do (Dhanabhakyam & Kokilambal, 2014). Retaining talent reduces long-term costs. Replacing lost talent can cost an organisation in the range of 70 to 200 percent of that employee's annual salary. This amount is separate from costs associated with enlisting, advertising, training and orientation (Davidson et al., 2010).

The organisation needs to consider the consequences of turnover; such as reduced production, the loss of customers who formed loyal relationships with the former employee as well as the additional interim loss of skill until new recruits can accomplish tasks at the same level of previous employees (Kaye and Jordan-Evans, 1999: 29).

Organisations can reduce turnover by growing organisational commitment and employee engagement (Bhuvanaiah & Raya, 2014). When effective talent management strategies are spotlessly implemented and characterized by commitment, it will lead to exemplary organisational performance with maximized effect on the organisational financial outcomes (Kumar & Arora, 2012).

1.2. PROBLEM STATEMENT

The Harvard business review (2011) has found that many organisations unveil talent management programs but do not plainly establish what potential means to their specific organisation. Furthermore, the review shows that only 15-30% of companies are confident in their talent pipelines, and that this could even be far less in the emerging markets (Fernandez-Araioz et al., 2011).

The future supply of talented individuals is done via talent development. This ensures the alignment of talent management with the organisation's strategic objectives

(Garavan et al., 2011). Organisations prefer high retention percentages which reduce turnover rates and associated costs (Phillips & Edwards, 2008).

Employee commitment is achieved by addressing diverse employee needs and thus ensures that employees do not leave the organisation. Organisations rely on employees' successes to compete with competitor organisations, while employees rely on organisations to increase their self-worth (Ortlieb & Sieben, 2012).

Issues seem to arise when organisations fail to integrate their talent management procedures with their long-term strategic goals (Groyberg & Bell, 2013). The dilemma facing organisations currently is how to retain talented individuals, as well as how to ensure that leaders in the organisation manage and invest in talented individuals (Oladapo, 2014).

The challenges faced by talent retention these days are:

Talent retention strategies should adapt to the assessment of how critical their employees' competencies are to the organisation. The employees, in turn, depend on the organisation's proficiencies. This varies from one company to another (Ortlieb & Sieben, 2012).

This researcher therefore assumes that the definition of a talented employee will also vary from one company to another. However, one thing that all companies have in common is the existence of direct costs arising from loss of talent related to interruptions in the work place, which in turn results in a loss of knowledge associated with these employees (Allen, 2008).

The South African environment:

According to the Deloitte human-capital trends for South Africa (2013), the aftermath of the recession has left South Africa with a fragile economy and an even more depressed business confidence. Marked swings and doubt relating to home-grown policies in the labour environment has pushed human-capital decisions into a general down turn (Deliotte Human-Capital trends 2013).

The "War to develop talent", according to Deloitte human-capital trends for South Africa (2013), is seen as the most important trend. There seems to be a swing towards development rather than the recruitment of talented individuals (Deloitte Human-Capital Trends, 2013).

The concerns in talent management at the top of the list are the following:

- Developing leaders and succession planning;
- Sustaining employee engagement/morale; and
- Recruiting hard to find skills.
(Deloitte Human-Capital Trend for South Africa, 2013)

In South Africa the trends indicate that executives have focused more on recruiting rather than on talent development. However, the global trend was more towards developing internal talent versus recruitment. The key trend is currently focused on developing leaders who are prepared for the ever-changing economic actualities in South Africa (Deloitte Human-Capital trends, 2013).

The Deloitte report for 2015 highlighted the following five human-capital elements of importance (Deloitte. Human-capital trends, 2015)*:*
    1. Engagement and culture;
    2. Leadership;
    3. Learning and development;
    4. Workforce on demand; and
    5. Performance management.

Deloitte human capital trends (2015) revealed the following facts regarding the elements above:

The majority of the respondents indicated that engagement and culture topped the list for the South African as well as the global environments, with respondents being overwhelmed and overloaded with regard to their workload.

Furthermore, the South African results have indicated that there are no clear and steady culture, thus employees do not understand the link between culture and strategy to improve performance, and least of all, talent management.

The latest Deloitte report (2015) for the South African context, additionally shows that organisations that indicate learning and development as tremendous important, has tripled since 2014, while leadership continues to be a problem. Skills programmes designed for leaders are therefore crucial.

Organisations need to consider that employees are becoming progressively more mobile and self-governing, thus shifting the balance of power in an industry toward the employee.

The millennial workforce presents issues unique to them, as they expect increased levels of answerability, participation and absolute transparency in their overall management, especially in performance management. There is also a need for continued development and learning within a culture of overall belonging.

Deloitte states that the latest employee trends indicate that motivation is tied to more than money, and that linking rewards directly to performance is not enough anymore. In performance management, burdens of competition intensifies turnover rates and leads to poorer business results

This brings talent management to the centre and front, indicating that organisations need to be able to hold on to their talent, or be left struggling to fill the cavity left by competent individuals.

The industry and organisation:

Organisations such as pharmaceutical companies are primarily highly technical as well as consulting in nature, and thus have been developing knowledge-based organisations to stay sustainably competitive.

Burbach and Royle has found in 2010 that talent management should be incorporated into the organisation's strategic objective and that talent management is highly dependent on not only the involvement, but also the support of both top management and stakeholders (Burbach & Royle, 2010).

This brings about the question of how employees perceive talent management strategies, implementation practices, how successful these implementation activities are and whether these will lead to employee empowerment, engagement, leadership and performance that can help the organisation to sustain future competitive success.

This study's aim was to answer the questions from employees' views on implemented talent strategies. The study investigated the effect of talent management strategies via a survey that assessed the alignment of the organisational effort with the subsequent success achieved, concerning talent management as perceived by employees at different levels within a South African pharmaceutical organisation.

1.3   OBJECTIVES

1.3.1   Primary objective.

The primary objective of this study was to investigate the effects that implemented talent management strategies might have on the success observed by employees at diverse levels within a South African pharmaceutical organisation.

1.3.2   Secondary objectives.

The study was conducted in a South African pharmaceutical organisation and the secondary objective of this research included the following:

1.3.2.1   Sub objective 1

Identify the talent concepts to be evaluated from a literature review.

1.3.2.2   Sub objective 2

Discover the alignment of talent management strategies with regard to organisational effort and the perceived success achieved within the organisation.

1.3.2.3   Sub objective 3

A- Determine the effect of the organisation's efforts concerning talent management strategies on the success achieved, based on the views of employees who are field force as well as those who are office based. These will be based on talent constructs, identified in the literature.

B- Derive which talent management constructs are most influential, regarding employees who are field force versus those who are office based.

1.3.2.4   Sub objective 4

A- Determine the effect of the organisation's effort concerning talent management strategies, on the success achieved, based on the views of employees or management, on identified talent constructs from literature.

B- Derive which talent management constructs are most influential regarding individuals who are employees versus those who are management.

1.3.2.5   Sub objective 5

Determine the effect of the organisation's efforts concerning talent management strategies on their success achieved, based on the differences in the views of individuals identified as talent for different periods of time and those not identified as talent, based on the constructs identified from literature.

Finally, the final chapter discussed the possible suggestions and recommendations that could be utilised by the organisation to improve future alignment, concluded form the above findings.

1.4   SCOPE OF THE STUDY

1.4.1   The industry globally and locally:

The global pharmaceutical industry is widely dominated by American organisations. The emerging markets will possibly grow at 13-16%. Pressure will increase in the next 5-8 years, due to the innovation cycle subtleties that will push organisations to adapt to their patients' needs within an ever evolving market. The South African market is estimated to grow by 6%, which equates to about 5.1 billion dollars. Generics account for 60% of the market, while the higher prices in the private sector subsidises low cost generics in the public sector (Deloitte- Life sciences report, 2015).

The main focus within the South Africa pharmaceutical industry is on the production of generics. This encompasses copy drugs produced under licence. The Ketlapela project should produce active pharmaceutical ingredients in South Africa by 2017. This is an initiative to expand the manufacturing of generics locally (Deliotte-Life Sciences report, 2015).

There are some large multinational subsidiaries established in South Africa, such as Bristol Myers Squibb (United States), Pfizer (United States), Sanofi (France), Johnson and Johnson (United States), GlaxoSmithKline (United Kingdom), as well as AstraZeneca (United Kingdom), to mention a few. Due to the delays in regulatory registration of medicines, the innovation medicines seem to be in a more trying positing.

1.4.2   The organisation

This research study was conducted in a large multinational pharmaceutical organisation in South Africa. The study included a target population that consisted of both employees and management, and was surveyed to evaluate the effects seen in talent management strategies.

The target organisation is considered to be the world's largest research-based pharmaceutical organisation. Through its people, research, knowledge and products, as well as disease management programmes and community partnerships, it seeks to save, prolong and enhance the lives of South Africans. It also sets the standard for quality, safety and value in terms of research and development while the manufacturing of medicines for humans is key.

The target organisation is driven by its vision of humans living their full potential in striving for a healthier Southern Africa.

The management of talent pools and retaining talented individuals is thus imperative to the performance, and a competitive advantage needed to ensure sustainable shareholder and stakeholder wealth in this industry.

1.4.3   Geographical demarcation

The empirical research conducted in the study was limited to the South African subsidiary of this multinational pharmaceutical organisation, located in Sandton, Johannesburg. The target group for this research consisted of management and normal employees, located at different sites in Johannesburg, as well as the regional offices in KwaZulu-Natal, Cape Town and Bloemfontein.

1.5 CONTRIBUTION OF THE STUDY

1.5.1 Contributions for the individual

The research should enhance current knowledge and awareness on strategy and procedures regarding talent management within this South African organisation in the pharmaceutical industry setting. The employees identified as talented individuals, were given an opportunity to formulate their grasp on how they were developed, supported and retained. They had an increased understanding of their views on the organisational efforts as well as how they viewed the success achieved by the organisation. Executive management, on the other hand, were able to create an understanding of how well their strategic initiatives were implemented and the alignment of success achieved in practice, as viewed by employees and other managers within this particular pharmaceutical organisation.

1.5.2 Contribution to the organisation

The management of talent is of the utmost importance within the pharmaceutical industry. The study aimed to create awareness of how employees experience the strategies adopted, as well as how accurate they believe strategies align with success achieved. Furthermore, it should assist the organisation with suggestions on improved alignment of their strategic initiatives, which could lead to increased satisfaction among talented individuals and not yet identified employees alike; resulting in retaining the organisation's human capital and as such an ultimate competitive advantage.

1.5.3 Contributions to the literature

The research should enhance the current understanding of the employees view on strategies associated with talent management within this particular South African pharmaceutical organisation, and contribute to the practical knowledge on the alignment of talent management concepts, with the strategies posed by the organisation to produce success. The study also contributed to the literature, with regard to a type of bottom-up view. Human resource management activities regarding talent management were viewed, not from an intent perspective, but from how it was perceived.

1.6   STRUCTURE OF THE STUDY

This research paper consisted of five chapters, opening with Chapter one, an introduction and overview of the study. The literature revised, regarding talent management and retention as key managerial activities, was presented in Chapter two, including, but not restricted to, themes such as global talent management, human-capital, talent, phases of talent management, culture, managerial support, leadership, employee involvement, retention strategies, as well as possible frameworks for talent management. Chapter three reviewed the research methodology utilised regarding the study design, sampling, as well as techniques employed to fulfill the objectives of the study in order to attain data. Chapter four presented and discussed the statistical data accumulated and the results obtained. The final Chapter in this research paper, Chapter 5, conveyed study findings, considerations and associated recommendations, as well as suggestions for future studies and limitations to be kept in mind with regard to this research.

The following chapter presents a synopsis with regard to the concepts or constructs associated with talent management as a literature review.

The literature review was completed via information acquired and gathered from:

NWU library research services, books, journals, and Internet publications as well as articles.

CHAPTER 2

TALENT MANAGEMENT AND RETENTION AS KEY MANAGERIAL ACTIVITIES

2.1   INTRODUCTION

Talent management has become a key managerial activity since McKinsey's consultants' study devised the phrase "war on talent" in the late 1990s (Michaels et al. 2001). Organisations depend on employees to create value in the market they are operating in, while employees spend the greatest part of their day at work, resulting in the organisation having a major influence on the employees' realization of identity and their sense of self (Schiemann, 2009).

The long-term health of an organisation is determined by its talented individuals, thus the need for managers to be accountable for talent retention and corporate staff for maintaining retention systems and human resources to be involved in the processes, is of utmost importance. Ensuring talent is part of the organisation's vision, based on strategic objectives and future succession plans, and will result in sustainable long-term competitive organisational success (Schiemann, 2009).

Arising from the above it may thus be argued that organisations develop a sustainable competitive advantage as a consequence of their manager's accountability towards talented individuals, by enhancing their experience of self-realisation and their ability to add value to the organisational activities within a supportive culture, which ultimately affects the organisation's financial gain. The management and retention of these talented individuals are thus fundamental to an organisation's competitive advantage, versus its competitors in demanding markets.

In this chapter, the literature review progresses from a discussion on general aspects of talent management, to more strategic approaches, to talent management, as well as the compiling of a combined approach, which is then deconstructed into concepts that lead to retention. These can be utilised to investigate the effect of talent management strategies on employees.

2.2 TALENT MANAGEMENT

2.2.1 Global Talent Management.

Global multinational organisations currently need to manage a global work force, which is varied, portable, as well as not bound by geographic and cultural limitations (Shuler et al., 2011). Some of the key research done in global human resources is referred to as global talent management and motivated by talent shortages seen in multinational organisations (Collings & Mellahi, 2009).

Global talent management is seen as an evolving area and there is no definite definition, but there are interpretations to ponder with regard to understanding the concept. Global talent management (also referred to as international human resources) is seen as:

- An approach based on strategic human resource management;
- Focusing on jobs that are seen as strategic;
- Focusing on high performing individuals; and
- More future orientated (Tarique & Schuller, 2010).

Some researchers describe talent management as human capital (Cappelli, 2008), others focus on it as a mind-set, while another group have a more strategic view, interpreting talent management as part of the organisation's culture (Frandale et al., 2010). The deliberation amongst researchers with regard to understanding the essentials of the meaning of talent management may be due to the absence of a clear definition (Mellahi & Collings, 2010).

2.2.2 Human-capital and talent

According to Schiemann (2009), even though the importance of concepts such as innovation, leadership and employee contentment have been proven important, most leaders of organisations struggle to know where, when as well as how to address or capitalize on the return on human-capital. Models have been developed for financial equity, which supply information on markets for shareholders. There is customer equity that views the markets' apparent value, but regrettably no such methods are available to the human side of organisations.

Human-capital is seen as the closest model, but lacks a formal definition, measurements, or level of analysis (Schiemann, 2009).

2.2.2.1   Human capital:

Goldin (2014) views human-capital as "*the stock of productive skills, talents, health and expertise of the labour force, just as physical capital is the stock of plant, equipment, machines and tools. Within each type of capital the performance, age and efficacy can vary. The stocks of human and physical capital are produced through a set of investment choices, where the investment is costly in terms of direct costs and for human capital investment, in terms of the opportunity cost of individual's time*" (Glodin,2014. Human Capital – scholars at Harvard – Harvard University.)

The link between human capital and organisational decisions is discussed in early frameworks (e.g. Boudreau & Ramstad in 2007), and focuses on the creative plan regarding talent management as a vital part of a competitive advantage (Silzer & Dowell 2010).

2.2.2.2.   Talent

Talent can be tracked back in history to "*Medieval Latin, 'telenta, plural talentum -inclination, leaning, will, desire' - and in classic Latin, 'balance, weight, sum of money' as well as to Greek 'talanton' - a balance, pair of scales, hence weight, define weight and anything weighed*" (Etymology dictionary by Douglas Harper. 2001-2015).

Talent can also be defined as a latent ability which shows that an individual is capable to step into a larger role in the future and has the capacity to grow, as well as handle a grander measure and scope of responsibilities. Key to executive potential is a desire to benefit the organisation by having a positive influence on others (Frandale et al., 2010).

Talent can furthermore be defined as an employee who is identified as having the motivation and ability to climb to and thrive in more high-ranking positions in the organisation (Corporate Leadership Council, 2014:5).

Alya O and Zainal (2013) state that they define talent as the total ability of an individual's inherent gift, skills, knowledge, experiences, character, attitude and drive (Alya & Zainal ,2013).

Michaels et al. define talent as "*The sum of a person's abilities - his or hers intrinsic gifts, skills, knowledge, experience, intelligence, judgments, attitude, character, and drive. It also includes his or her ability to learn and grow*" (Michaels, Handfield-Jones & Axelrod 2001).

Nijs et al. define talent as follows: *"Talent refers to systematically developed innate abilities of individuals that are deployed in activities they like, find important, and in which they want to invest energy. It enables individuals to perform excellently in one or more domains of human functioning, operationalized as performing better than other individuals of the same age or experience, or as performing consistently at their personal best"* (Nijs et al. 2014, 182).

Talented people, according to van Dijk (2008), are people who have strong potential to succeed within the organisation. The competitive differentiation of organisations is the skills ascribed to a particular individual, thus linking it to the organisation's human capital, and ultimately its bottom line (Van Dijk, 2008).

Van Dijk (2008) furthermore concludes that opportunities, motivation (including wellness, challenges, satisfaction, as well as engagement), and the individual's capabilities (including experience, training, competence, as well as education), result in the creation of talent (Van Dijk et al., 2008).

Organisational talent is fluid in its definition and evolves as the organisational priorities change. Talented individuals should be managed situationally and aligned with the organisation's strategy (Fernandez et al., 2011).

In the literature's varied definitions, it can be found as used by scholars, academics and practitioners. The subsequent sections discuss the most commonly used definitions.

2.2.3   Definitions of Talent Management

In literature, the authors continuously emphasize that there is no concise or working definition, or evidence of value contributions by talent management (e.g. Lepak, Smith & Taylor 2007; Bethke-Langenegger, Mahler & Staffelbach 2011).

Morton (2004), identifies eight categories of individual initiatives and how they fit together to comprise talent management. Talent management, according to Morton, should focus on individuals who have the capability to make a significant difference to the current and future performance of the company *(Morton, 2004: 10).*

Silzer and Dowell (2009) state "*Talent management is an integrated set of processes, programs, and cultural norms in an organisation designed and implemented to attract , develop and retain talent to achieve strategic objectives and meet future business needs*" (Silzer& Dowell, 2009:18).

CIPD, (2009), defines talent management as *"systematic attraction identification, development, engagement/retention and deployment of those individuals who are of particular value to an organisation , either in view of their high potential for the future or because they are fulfilling business/operation critical roles"* (Chattered Institute of Personnel Development (CIPD), 2009a).

The term talent management is furthermore, defined as not leaving talent development up to the individual but that it should be coordinated by the human resource department as part of their development of human capital. This is contradictory to the latest trend of leaving development up to the employee's initiatives (Garrow & Hirsh, 2008).

Talent management in the modern setting is based on the employment of personnel policies to align the potential within people with the strategies of the organisation to achieve its objectives (Moczydlowska, 2012).

The most commonly used definition of talent management is the one by Collings and Mellahi (2009), who argue that talent management is the processes and activities which are the base for systematically identifying vital positions that contribute to the sustained competitive advantage of the organisation. Furthermore, including the development of high potential, as well as high performing individuals via a well-designed human resource structures. These vital positions should be occupied by individuals who are committed to the organisation (Collings & Mellahi, 2009).

The definition above has been redefined, where the authors conceptualize talent management as: *"…activities and processes that involve the following: (1) systematic identification of positions that differentially contribute to an organization's sustainable competitive advantage; (2) the development of a diverse talent pool to fill these roles, and the development of a differentiated human resource architecture to facilitate filling them; and (3) continued commitment to the organization and to the well-being of societies, while taking local and national contexts into account"*
(Al Ariss, Cascio & Paauwe 2014, 177).

Silzer and Dowell (2009) compiled the following definition from a more strategic perspective: "*Talent management is an integrated set of processes, programs, and cultural norms in an organisation designed and implemented to attract, develop and retain talent to achieve strategic objectives and meet future business needs*" (Silzer& Dowell, 2009:18).

To conclude, in understanding the vastly globalized business markets' definitions with regard to global talent management, the following definition ought to be considered:

"Global talent management includes all organizational activities for the purpose of attracting, selecting, developing, and retaining the best employees in the most strategic roles (those roles are necessary to achieve organizational strategic priorities) on a global scale. Global talent management takes into account the differences in both organization´s global strategic priorities, as well as the differences across national contexts for how talent should be managed in the countries where they operate" (Scullion & Collings 2011,7).

Linking talent management to organisational performance:

Boninelli and Meyer (2004) state that the stronghold of insight and sources of innovation is found in human capital (talented individuals) and thus it is also the base of the organisation's competitive advantage (Boninelli & Meyer, 2004:49).

Organisations' retention of present employees with precious skills should be a crucial strategy to ensure the effectiveness and performance of the business (Yarnall, 2011).

The competitive advantage of the organisation rests within the knowledge and skills of their talented individuals (Birt, Wallis & Winternitz, 2004) and the organisation's success can be optimized when the talented individuals' needs and organisational needs can be part of a dependency cycle called talent management (Alya O & Zainal, 2013).

The goals of talent management should ultimately be to create value. This is supported by research done by Nijs et al., which explains that "*value refers to the potential to contribute to an organization's core competencies and advance its competitive position*" (Nijs et al. 2014, 181).

Talent management is not a single practice, but consists of phases that progress and create a process aimed at adding value.

2.2.4   Talent Management Phases

Talent management includes recruiting, identifying, attracting, developing, promoting and motivating as well as retaining talented people (Van Dijk et al., 2008). The researcher concludes from literature that there are three wide aspects to talent management, which include the attraction, development and retention of talent.

2.2.4.1   Talent attraction

Talent attraction, according to Breaugh (2008), is described as the process where organisations bring job openings to the attention of the likely employees who are targeted for staffing. To several organisations thus far, the key challenge is well-timed identification of the right recruits, who have suitable sets of expertise for a specific job (Michaels, Hellen & Axelrod, 2001).

Talent management initially focused on enticing scarce resources in competitive workforce markets, but this is a costly methodology. Current trends are moving back to organisations regulating talented individuals' development and progress via a more planned approach, where smaller groups are developed in alignment with the organisational strategy (Yarnall, 2011).

Organisations are progressively making use of Twitter, Facebook, LinkedIn, Google and other social platforms to build an employment brand and access talent populations. Enthusiastically preserving relationships and engaging individuals throughout their careers, can turn an organisation's inactive talent into active talent (Deloitte: Global Human-Capital Trends, 2014).

The preceding discussion revealed that talent management historically focused on the attraction of talented employees. Today organisations have become more acutely aware of the need for continued engagement of individuals throughout their career. The alignment of individual development with the strategic objectives of the organisation can be better served by the organisation's sustained involvement and collaboration in the progress of talented individuals and their career development.

Developing talented individuals will ensure the underpinning for continual organisational success.

2.2.4.2   Talent development:

In many organisations, talent management varies, because talent is viewed with regard to how people fit into expectations and not seen as above average, which invokes an argument to replace talent management with talent development. Crafting an organisation where employees have the prospects for self-realisation, should lead to a considerate culture that harvests organisational results and ensures a sustainable future (Moczydlowska, 2012).

Through planning, choosing and applying talent developing strategies with regard to the talented recruits, an organisation ensures a forthcoming supply of talented people who can remain focused on strategic undertakings, as well as objectives that are well-affiliated with the management process of filling future strategic positions (Breaugh, 2008).

Advancement and development constitute decisive improvement, as well as self–expansion, and needs to be created within an applicable environment with a strong learning culture, which results in the increase of an individual's potential (Moczydlowska, 2012).

It can thus be derived that developing talented individuals expands their potential and kindles self-improvement, resulting in a higher likelihood of retaining a talented individual.

2.2.4.3 Talent retention:

Organisations that entrench talent management in their strategy on a methodical basis, ensure higher chances of talent retention (Silzer & Dowell, 2009).

Organisations that are unsuccessful in executing talent succession and development will be unsuccessful in producing sustainable growth (Boninelli, 2004:175).

The destructive impact of low employee retention rates can be equalized by workplace practices and policies, as well as anticipatory retention strategies (Kumar & Arora, 2012).

Key business ingenuity is centred on human capital management. Organisations' performance can dwindle without comprehension of workforce and talent needs. Organisations are realising and crafting cultures of development as well as learning. Both formal and informal learning is acutely entrenched in any successful talent management strategy (Dhanabhakyam & Kokilambal, 2014).

Souleh (2014), states that the supervision of intellectual capital is the foundation for the organisation's ability to innovate, as the economy becomes a more knowledge based competitive environment. In addition, human capital and the way it is managed are important as it contributes to the competitive advantage by contributing to the efficiency and effectiveness, developing opportunities and defusing threats. The market is moving to knowledge as it is a driver of human capital, and organisations cannot create knowledge without individuals involved. This creates a unique resource.

In order to understand the link between human capital and talent management, as taken from the reviewed literature, it is vital to grasp the numerous influences that ultimately impact talent management, especially the retention of talented individuals. In the subsequent section the researcher viewed approaches based on human resource management intent (top-down view), and created a model to assist in the breakdown of intent in these approaches to the constructs with regard to employees' perceptions (bottom–up view).

2.3   INVESTIGATING APPROACHES

2.3.1   Generations approach

The impression of talent management is not the same for all employees. Principally there are different generations within one organisation. The major groups can be reflected as:

- Traditionalists (1928-1945);
- Baby Boomers (1946-1964);
- Generation X (1965-1979);
- Generation Y/ Millennials (1980-1995); and
- Generation Z (1996) who was born after 1981.

Talent management seems to have the most prevalent effect on millennials.

Burch and Kelly reported in 2014, that less than one third of organisations have human resource strategies for managing an ageing workforce. The reality, according to Kirton, is that if organisations are not effectively managing the inter-generation challenges and only focus on a specific generation, they are at a serious disadvantage and missing valuable opportunities (Kirton, 2014).

In today's competitive environment it is no longer high salaries alone that motivate and engage employees, but developmental as well as psychological rewards are also of vital importance, as the literature review has shown (Deliotte, 2015).

Generational differences as well as stereotyping can be overstated. Human resource strategies that are based on unique factors that impact each generation should focus on resemblances, while simultaneously respecting differences when engaging and retaining employees (Jacobs, 2014).

Talent management should consider generations, but to create value it needs to be linked to the organisational strategy, which leads to talent management strategies that assist the organisation in achieving the "people" differentiating factor needed to stay competitive. The following sections describe a more strategic approach to talent management.

2.3.2   Strategy and talent management.

2.3.2.1   Framework for strategic talent management

Figure 1:   Framework for strategic talent management
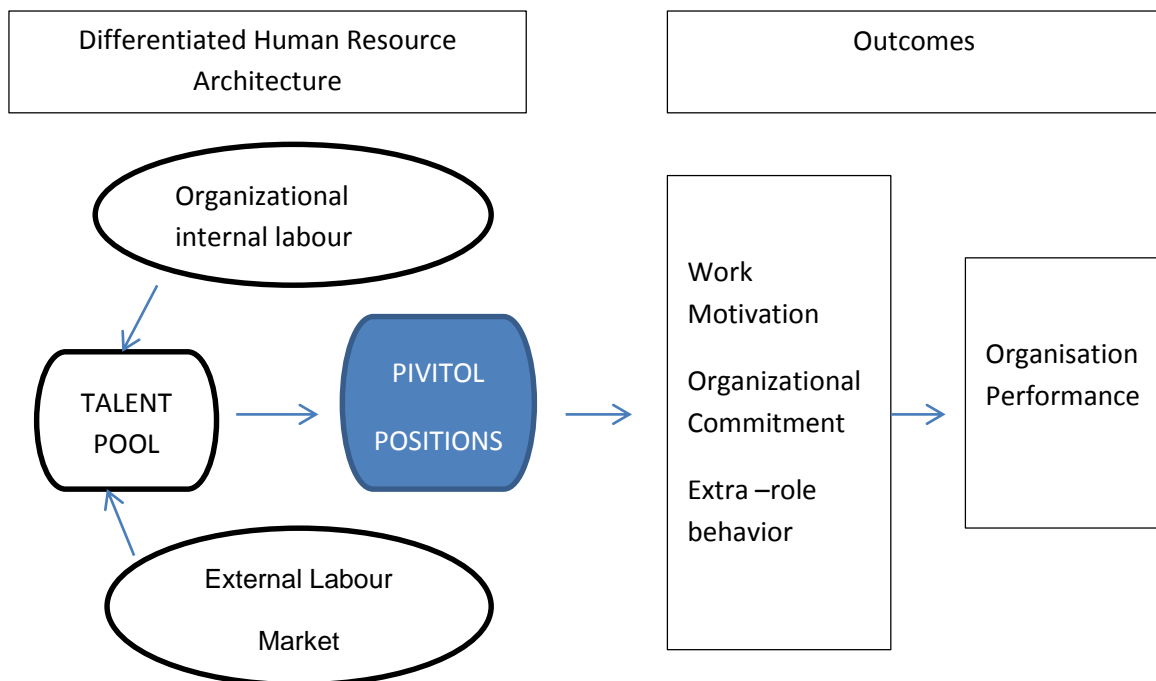
Source: Ortlieb & Sieben (2012:1670)

The earliest attempt, according to Lewis (2006), to link business strategy to human resources, was made by Tichy et al. (1982) (in Lewis, 2006:144). This encouraged human resources to become more strategic in their views. The view that talent is a strategic resource started in the 1960s (Silzer and Dowell 2009:24).

Zuboff discussed the relationships between talent and business strategy in a technical environment, as early as 1988. Stewart (1997) suggested that all levels of the organisation possesses talent. Gubman added to these statements in 1998, that for organisations to have the ability to act swiftly and stay unique, it must realise that its most potent resource is its employees. By 2001, talent was seen as a scarce resource and Barney (2001) indicated that competitive advantage is the result of unusual, hard to copy and treasured resources.

Then, in 2001, Michaels borrowed from Andy Grove and created the phrase "War on Talent" (Michaels, 2001), while later Lawler emphasized Gubman's views by stating that organisations should realise that their top source for a competitive advantage is people (Lawler, 2008).

Furthermore, Michaels (2001) stated that only brilliant performers should be hired. The realism though, according to Silzer and Dowel (2009), is that talented individuals in a position that is not strategically very important, could lead to them not receiving attention, work challenges, career chances and the recognition that is so vital to keep them engaged (Silzer & Dowell, 2009).

Organisations are increasingly realising that approaches that are well-aligned, are the preferred minimum requirement, and to excel the organisation will need a totally integrated approach. Furthermore, alignment is valuable, but it is no indication of how strategically driven it is. Talent management systems need to be fully integrated with and driven by business management, and talent processes must integrate well with one another (Silzer & Dowell, 2010).

The talent mind-set is of utmost significance and should be applied across the organisation. Leaders should be extensively involved and the process should not be filtered down to lower levels as an employee's responsibility (Silzer 2009: 41). This results in amplified responsibilities all the way through the organisation, and is revealed as a competency model (Hollenbeck, McCall & Silzer, 2006).

Guthridge et al., (2008), emphasized the above by indicating that *"deep commitment to talent throughout the organisation, starting at the top and cascading through the ranks …a conviction among business unit heads and line managers, that people really matter"* (Guthridge, 2008).

A strategic point of view can be regarded as the magnitude of the organisational commitment and the management of organisational resources. In human resources, the goal should be to develop internal capacity in order to gain a competitive advantage. The human resource strategy is seen as the input or outcome, with regard to the organisation Silzer & Dowell, 2009)

Human resources and strategies, according to Seyyedjavin and Zadeh (2009), are centred on one or more of the following approaches (see also Appendix 2: Models):

- The matching approach (e.g. Purcell & Alstand, 1994-contingency approaches);
- The control based approach (e.g. Thompson & McHugh, 2002);
- The resource based approach (e.g. Barney, 1991; Pfeffer, 1991);
- The typological approach (e.g. Dryer & Holder 1988,Bambreger and Meshoulam 2000); and
- The integrative approach (e.g. Snell and Lepak, 1999; Seyyedjavadin & Zadeh, 2009).

From the above discussion on organisational strategy, it is clear that the organisation's strategy provides the grounds for identifying future talent needs, as well as operating plans, and is the instrument used to decide on the allocation of the resources that will potentially support talent initiatives and actions (Seyyedjavadin & Zadeh, 2009). Organisations that are prosperous have ample prominence on strategic talent management, as they function on annual operating reviews (Silzer & Dowell, 2010).

It can be concluded from the above that organisational activities need to show value and that human resources should be no exception. Human resource activity inputs and outcomes regarding talent and managing human capital should be observable by employees as elements they can evaluate to ensure a feedback loop to improve alignment and sustainability.

2.3.3   Deconstructing approaches to find elements or constructs

The researcher compiled a model to enhance the self-understanding of which constructs could be used to evaluate any implemented strategy from a bottom-up perspective, focusing more on the activities that are seen as the input and the output than on the model itself.

The model that guided deconstructed concepts for this research was compiled by utilising the following models that had been employed in previous research, and which the researcher viewed as helpful to gain insight.

- Strategic talent management model (Ortlieb et al., 2012).
- The integrated talent model (Hodges Detuncq et al., 2013).
- Sustainable value talent framework (Hesketh, 2014).

Figure 2:   The compiled model
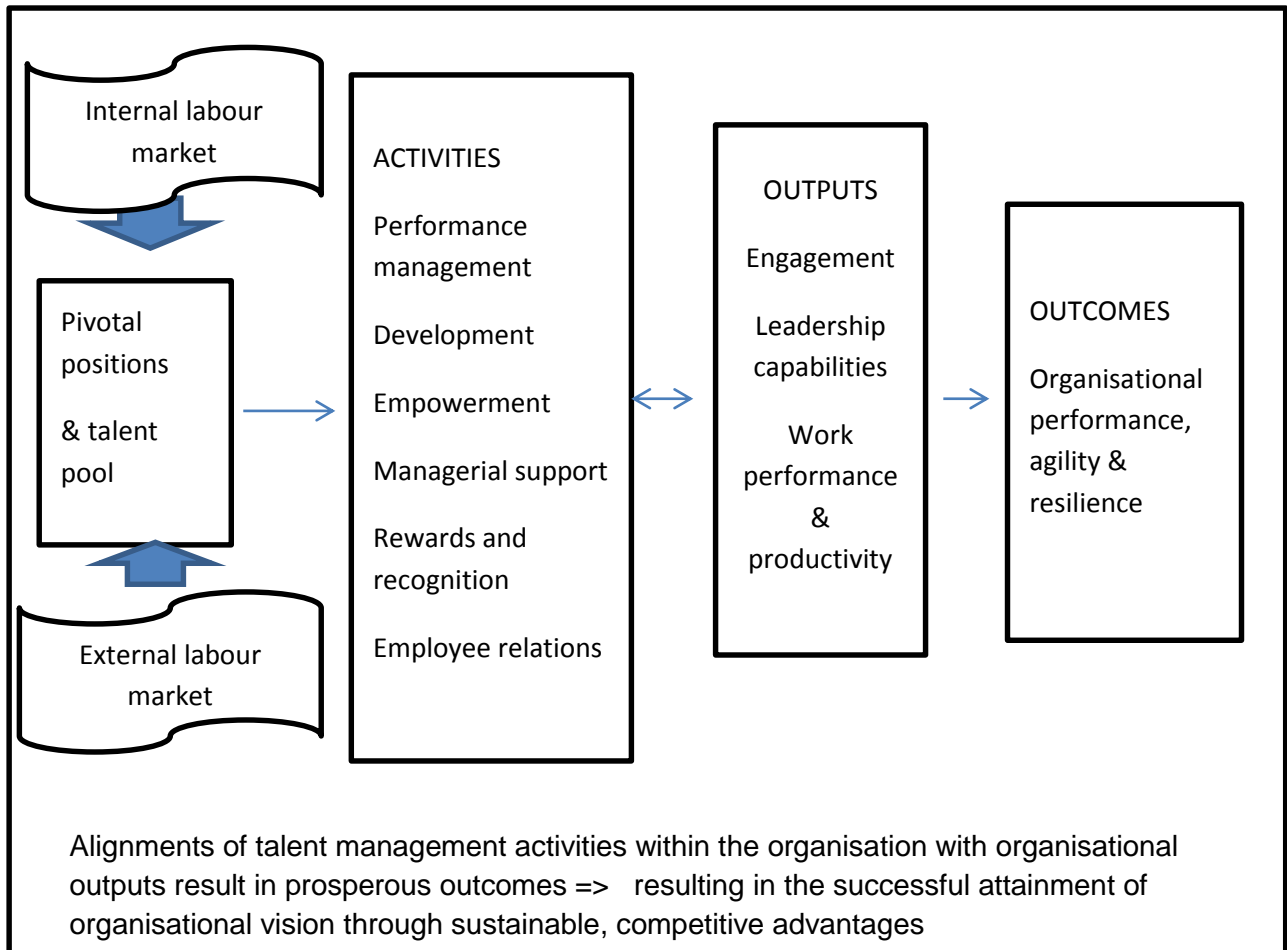
Source: Oladapo (2014)

The central part of the model was based on the valuing talent framework, due to the fact that the researcher aimed to assess the alignment of current practices with the successful outcome of these practices. The model is based on maintainable organisational performance that is viewed by linking human capital, with the investigative valuation for problem-solving purposes, aimed at the management of the value associated with talented individuals.

The activities and outputs of the above model guided the construct identification process to assist in evaluating the perceived human resource management practices as directed by Dries

(2013). Bearing in mind that a framework for talent management (as shown in Oladapo in 2014) should contain five major categories:

- Recruitment;
- Performance;
- Succession planning;
- Training and development; and
- Retentions.

These categories can be seen as a process and contribute to talent management to achieve the organisational business strategies and objectives.

The NHS Leadership Academy stated that organisations today are not challenged by just retaining talent, but also to fully engage them by capturing their "minds and hearts" at each stage of their working lives.

Approaches, models and frameworks are usually used to guide talent management practices, this study though does not utilise an approach of "wanting to manage", but rather of how management practices are perceived within an organisation and thus the need to develop constructs of assessment.

2.4   DEVELOPING AN APPROACH FOR THIS STUDY:

Gubman (1998) has developed the Hewitt Associates alignment mode, referred to as improving business results with people and show talent management's critical elements, which are staffing, organising, learning, performing and rewarding (Gubman 1998).

The pivotal talent pools have been developed by Boudreau et al. (2003). In addition, the strategic management of global leadership talent have been researched by Sloan et al. These researchers indicated that fives steps and six processes existed for efficient talent management and that it could be grouped into three clusters (Sloan et al., 2003).

The five steps are:

1. The value proposition must be defined for employees;
2. Talent gaps must be identified;
3. The source for needed talent must be chosen;
4. Talent management processes must be aligned; and
5. Rally organisational support.

The six processes grouped into two per cluster as seen below are:

1. Attract and retain – drawing people to the organisation;
2. Selection and conversion – helping people to take on new roles; and
3. Mobilise as well as develop by encouraging development and performance.

Three years later the researcher Silmansky (2006) has ventured on and proposed six steps to achieve effective talent management. The steps identified by Silmansky are:

1. Critical jobs must be the focus;
2. High performance talent pools must be developed;
3. Potential must be assessed;
4. Capabilities of high potential managers must be developed;
5. The impact of organisational silos must be reduced; and
6. Solid performers who might not be high potential must be developed.

Wellins et al. (2006) have offered a methodology which focuses exclusively on leadership talent. Scholes and Avedon's (2004) methodology uses a broader base and concentrates on human resource programs and processes, while Cappelli (2008) suggests that other functional area models or frameworks should be considered and adapted for talent management in the strategic sense.

Schuller (2011) has identified the elements that influence effective retention as:

- Talent engagement;
- Career development;
- Training; and
- Talent management culture.

Tarique and Schuller (2012) add the value of culture by indicating that retention strategies are culture specific and most of the available research has been done in multinational US organisations (Tarique & Schuller 2012).

Additionally Morton (2004) has identified the following in his map:

- Recruitment;
- Professional development;
- Culture;

- Retention;
- Performance management;
- Feedback and measurement;
- Leadership and high potential development; and
- Workforce planning.

The purpose of the map has been to move human resource management processes into talent management, and as can be seen highlighted above, leadership and feedback are other important elements to consider. These also lead to the construct of managerial support, used in this study.

The following constructs are brought to centre stage by the common talent management practices identified across industries in the research done by Dhanabhakyam and Kokilambal (2014). They indicate the following elements:

- Senior management involvement;
- Recruitment and selection;
- Succession planning;
- Training and development;
- Performance management;
- Compensation; and
- Retention.

In the research done by Dries (2013), it is indicated that studies have been done on theoretical frameworks in an international context in human resource management. Most research has been done on solitary case studies or built on the subjective proof of best practices. Little though has been done on the experiences of employees identified as talent, and even less on those not identified as talent.

Furthermore, according to Dries (2013), the approaches to talent management have been from a human resource management vantage point. Psychology literature adds thought-provoking understandings to these perspectives. Psychology is presented in the above-mentioned research as the lacking connection between human resource management and organisational performance. It is thus imperative to view employees' outlooks, attitudes and assets as vital go-betweens of the organisational performance and human resource management relationships (Dries, 2013).

Past research has directed a human resource management intent methodology rather than a perceived view of human resource management practices (Wright & Nishi 2007).

In conclusion, Dries (2013) furthermore suggests that the approach should be from a psychological rather than a resource based view (e.g. Barney, 2001). The researcher believes that an integration of psychology and strategic approaches is the way forward, in order to ensure that the human perspective is not swallowed by strategic drives.

This research focussed on evaluating organisational talent strategies as perceived by the employees according to the constructs identified below, and should contribute to understanding the bottom–up perspective of implemented strategies and models.

The following constructs have been identified:

1. Culture;
2. Employee empowerment;
3. Employee engagement;
4. Performance management;
5. Managerial support;
6. Career development; and
7. Strategic alignment.

The following section describes each construct in more detail.

2.5   DISCUSSION ON IDENTIFIED CONSTRUCTS

2.5.1   Organisational culture

Organisations that value their talent, go outside succession planning for top leader positions, but also show a deep appreciation for individual contributions at all levels, because they see talent as the means of the passage that will transport the organisation to "where it wants to be"; which is its strategic objectives (Lockwood, 2006).

Organisational culture has an influence on shaping motivation, values, attitudes, and performance, as well as engagement (Lather et al., 2010). Lyon (2010) emphasizes the importance of recognizing the knowledge and skill that a person brings to the organisation. Davies et al. (2010) conclude that organisations that are leaders in their fields are more future-

focused in predicting the skills and behaviours needed from talent to achieve strategic objectives. Organisations cannot only attract high potential employees but they also need to continuously manage their talented individuals (Davies & Davies, 2010).

Lockwood has, as early as 2006, identified that organisational culture ultimately determines talent retention as well as employee engagement. Organisations that fail to inspire employees and provide a sense of pride, passion and mission will risk disengaged employees that affect the organisation's productivity and performance resulting in a reduced "bottom line". Organisations thus must ensure that there is creative leadership that has a definite ability to encourage development opportunities, advancement, accountability, shared destiny and autonomy (Lockwood, 2006).

Organisations can leave themselves blind to strategic strengths as well as weaknesses that impact employee performance and the "bottom line" of the organisation, if they only focus on the engagement of their employees, without considering the culture their employees work in. A healthy culture increases organisational experience as well as effectiveness (Denison, 2010).

Corporate cultures that lean towards the thoughtful treatment of employees, growth opportunities, skill enhancement and ample training opportunities as well as pleasant working environments, strongly contribute to employee engagement (Devi, 2009). Managing engaged employees requires "soft skills" and is based on the principle that managers and employees have mutual respect for each other (CIPD, 2009b).

Building a desired or preferred employer brand is a technique of managing talent via awareness, while focussing on reaching organisational priorities, excellence in the community sector as well as valuing employee efforts towards organisational success (Lockwood, 2006).

Culture can thus be seen as the trendsetter for the success of organisations that depend vastly on employee performance as a differentiating factor to compete in their specific market. The importance of managerial support and the link it creates between culture and individual performance can thus not be underestimated, and will be presented in more detail in the subsequent discussion.

2.5.2   Managerial support and encouragement

Federman stated in 2009 that the most common reasons for employees leaving an organisation, is because of poor practices regarding career development or too much

"systems of government" around changing roles, leading to the outcome that leaving is seen as easier. Organisations that sincerely encourage career development and continually invest in training, not only for their managers but also for their general employees, in order to grow themselves, should show higher retention rates. They will also not encourage the practice of keeping employees in positions because their direct manager deliberates that the employee is more central to their manager's contribution in their current position. Organisations tend to focus on new employees or early career employees and often forget to ensure that those employees or those who have been in their workforce for an extended period are also constantly exposed to regeneration and expansion opportunities (Federman, 2009).

The strategic human resource management's Globoforce employee recognition survey in 2013 has stated that nearly half of all human resource professionals have reported that the top challenges facing organisations are employee engagement, succession planning, culture management, employee retention, turnover, as well as performance management. When considering these challenges, the number one challenge that is deemed important is employee engagement (Globoforce Employee Recognition Survey, 2013). The results of the survey have shown that employee engagement is the key to increased human capital. Using singular reward or recognition systems are ineffective and organisations should invest in more "praise and prize" formulas to increase motivation. Performance evaluation should go beyond a single manager's feedback and can include crowd sourcing as a method to gain supplementary insight into employee engagement and performance (Globoforce Employee recognition survey, 2013).

Federman has stated in 2009 that the trend that only includes employee stars in succession planning results in the exclusion of the majority of other employees and cannot be successful, as the current performance status does not predict future performance. This way of thinking often results in a sort of "tunnel vision method" where the employee who is given the opportunity for promotion is one who has been a performer in but one area of the business. This results in the assumption that performers are all managerial material. The problem with this is that these individuals might have difficulty viewing important interdepartmental connections and therefore find strategic thinking difficult, due to limited exposure to other departmental functions (Federman 2009).

In conclusion, it can be anticipated from the prior mentioned literature that sincere managerial support of development, aimed at both young and older talented individuals regarding future succession roles, has the potential to increase the engagement of employees. What is more, is that, bearing in mind that performance in current roles are not always indicative of future

managerial potential, and performance in future succession roles which suggests that the researcher should consider that a supplementary multiple feedback system should habitually be employed to gain insight into potential, skills and leadership abilities, in due course can result in future managers who have the abilities to integrate their capacities on strategic thinking meticulously across different departments.

Organisations that endeavour to empower employees need to pay close attention to participative leadership. Leadership is more than management alone, it is the most important aspect of a manager's skillset and a major contributor to overall employee wellbeing (Chemobo et al., 2014).

2.5.2.1   Leadership

Leadership can be broadly divided into two categories, namely transactional and transformational.

Defining the above two categories according to McShane et al. (2010), illustrates that a transactional leader assists the organisation to achieve current objectives more efficiently, such as linking job performance to valued rewards and ensuring that employees have the resources needed to get the job done (McShane et al., 2010:530). Transformational leaders are furthermore defined as leaders who use a perspective that creates communication in order to change teams or organisations. They model a vision for the work unit as well as the organisation, while inspiring employees to strive toward the attainment of the vision (McShane et al., 2010:530).

The differences are explained by means of the following statement, namely that transactional leaders are considered as the "doing things right" type of leaders, and are thus linked to efficiency, while transformational leaders are about "leading change" to promote a "better fit" of organisational strategies and culture, with the external environment (McShane et al., 2010:371).

Organisations need both these types of leaders, but in a competitive market where the organisation continually needs to align with the external environment, transformational leaders are favoured, as these leaders ensure that the organisation keeps in touch, does not degenerate or become entirely misaligned with their environment. Additionally, the added advantage is that the transformational leadership perspective is relevant across cultures (McShane, 2010:372).

Reaching employees beyond their intellect with a capability to tap into their feelings and passions, is a skill that necessitates leaders to be "the model of effort" that employees can aspire towards, while constantly communicating the vision to their employees. Gopal et al. indicate that, to drive organisational performance, well-known employer brands should focus on employee commitment, employee engagement, employee enablement, and supportive environments, the optimisation of employee roles, employee performance, as well as financial success and customer satisfaction. The recommendations for leaders to achieve success in today's rapidly changing environment, is transformational leadership, as the style adopted to motivate their employees (Gopal et al., 2014). This perspective has been confirmed by research done by Onyangno in 2015, who confirm that there is a positive relation between the management of talent and the organisational leadership style, especially where the transformational leadership perspective is incorporated and innovation is the centre of expected growth (Onyangno, 2015).

Successful succession planning is based on a well-integrated effort by a team during the mentoring and coaching phases, to nurture talent that might result in better leadership (Mathenge, 2013). The processes and policies should be transparent from the initial induction. Recruitment should be done with clear career paths and the competencies required, such as coaching and mentoring, should be provided and evaluated with quantifiable results (Kimani and Waithaka, 2013 as well as Tarique & Schuler, 2014).

Only if talent is seen as crucial by the top managerial structures in the organisation, can succession planning be utilised for future competitive success (Onyango, 2015).

2.5.2.2. Linking management decisions to talent management

Examinations of organisations suggest that talent management decisions are often made within the biases of preferences and instincts, without frameworks or relevant data. (Mellahi and Collings 2010; Bourdreau and Jusethasan, 2011). Human resources need to reposition and modify from a service provider of support functions to assistance in key decisions, beyond their functions, especially where talent is concerned (Vaidman & Holden, 2012).

Talent management needs to consider that decisions are made within markets, and when emerging markets are involved, decisions regarding talent management are more culturally complex. The present climate has likewise resulted in high unemployment rates, making the word talent almost seem inappropriate (Frandale et al., 2010).

Additionally there are other factors that can also influence decisions regarding talent, for example increases in the number of individuals within a labour market do not necessarily constitute amplified levels of skill and/or knowledgeable talent. It can thus be said that talent management within more complex political and socio-economic issues, are also more challenging.

From the above, the researcher concludes that leaders have a major impact on their employees, whether at middle or senior level. Managerial skills are vital to increase positive relationships and ensuring that a shared vision leads to sustainable organisational outcomes. Employee involvement and buy-in are thus fundamental to success.

2.5.3   Employee Involvement

Cummings et al. (2009) state that, *"employee involvement has broadly been referred to as engagement; participative management; empowerment; work design and quality of work life balance."*

Furthermore, Cummings et al. (2009) explain that employee involvement can be described in four key elements:

- Power;
- Information;
- Knowledge and skills; and
- Rewards.

2.5.3.1   Rewards as well as compensation

An important part of organisational design is the alignment of the rewards systems with structure, strategy, work and employee involvement (Cummings et al., 2009). Traditionally organisational development practises motivated employees to perform by relying on intrinsic rewards such as opportunities for decision-making and job enrichment.

Job enrichment is centred around giving employees more autonomy over their work, which can be based on natural grouping. This leads to a sense of ownership and should increase job quality. It can also be based on establishing client relationships, allowing a line of sight between the employee's work and the customer, which results in increased motivation (McShane et al., 2010).

Later the concept expanded into a more extrinsic reward system, where organisations focus on promotions, benefits, payments, incentives, as well as other encouragements such as bonuses, stock options and gain sharing. In early research Stajkovic et al. (2001) have found that performance and satisfaction are increased when there is a combination of both intrinsic and extrinsic rewards.

External rewards (financial) should be aligned with internal rewards, such as achievement and recognition. Organisations should however not overdo this, as this will demotivate a work force that is not viewed as high potential (Fernandez-Araoz et al., 2011). Bearing in mind that the percentage of employees seen as high potential is small, compared to the normal workforce.

Pay satisfaction is used in many organisations as a precursor of talent retention. In research done in psychology through human resource management, there is agreement that attitudinal outcomes of employees are mediated via a pay policy, and produces important factors such as pay satisfaction (Koketso et al., 2012). Even though people are human beings and not entirely money motivated, the organisation should ensure that benefits and pay are highly market related and compare well to competitive organisations, as this is the first step to sensible compensation (Markos et al., 2010).

In earlier studies done by Jeffrey and Schaffer (2007), non-financial rewards were directly linked to being crucial to employee engagement.

Aligning the employee's perspective with that of the employer while ensuring the financial health of the company, could be achieved via changing the features of recognition, as well as rewards, and offering flexible working structures (Alya & Zainal, 2013).

The researcher concludes that there needs to be some alliance between compensation practices and performance management, but only if these are associated with accurate observations. Performance management ensures individual performance and should thus be in line with business strategies that ensure organisational performance.

2.5.3.2   Performance management

As part of human resource management, performance management and evaluation have been well ingrained elements (McKenna et al., 2011). Performance management is seen as a process through which a manager assesses the employee output and contribution to the organisation's success (Noe et al., 2010).

Ensuring that employees know what they are doing and are executing their work tasks correctly, are the basis of performance management and means that talent management should not be an alternative form of performance management, as talent management refers to aligning the right ability, right place and right period with the right person (CIPD – Chattered Institute of Personnel and Development -Performance Management discussion paper, 2009b).

There are six factors identified that should impact behaviour (Purcell, 2004: 13):

- Relationship with manager;
- Rewards/recognition;
- Career opportunities and training;
- Effort and job satisfaction;
- Communication openness; and
- Appraisal.

Accurate measurement of performance will ensure accurate tracking of contributions made by individual employees and will consequently assist in achieving organisational goals.

2.5.3.3   Performance measurement

Key performance indicators (KPIs) or metrics are used as part of performance measurement systems, depending on the organisational activities. KPIs are sometimes also used for incentive purposes or increases. These measurement systems show the position of the organisation in terms of achieving desired goals (Eckerson, 2009).

2.5.3.4   Contingency and fit

The concept of contingency is based on aligning human resources with both internal as well as external contingencies, to result in impactful organisational performance. Two types of fit have been identified, namely a horizontal as well as a vertical fit**.**

A horizontal fit refers to the alignment of human resource practises with one another, while vertical refers to human resources alignment with organisational strategies. Furthermore, the

use of compensation alone will not achieve organisational strategic objectives (Kim et al., 2011).

Compensation for performance needs to be used in conjunction with other elements that promote employees' commitment to the achievement of organisational goals, which should result in the alignment of the strategic organisational objectives with employee goals for perceived success

2.5.4   Employee empowerment

There has been a cognitive approach to empowerment as well as a more managerial approach. The cognitive approach is related to psychological views on empowerment, from the perspective of employees' belief in their ability to perform their tasks, as well as higher levels of intrinsic motivation (Conger & Kanungo 1988, Thomas & Velthouse, 1990).

Empowerment has been defined as a leadership style by both Arnold et al. (2010) and Ahearn et al. (2005).

McShane et al. (2010) divided empowerment into a four dimensional psychological concept:

- Impact (employees' actions have influence and impact);
- Self-determination (employees' discretion and freedom over work);
- Meaning (employees belief that what they do is important); and
- Competence (employees' confidence in their abilities as well as their capacity to grow).

Empowerment is minimally influenced by individual characteristics. The major influences are job design - especially task identification, task importance, as well as job feedback and job self-sufficiency (McShane et al., 2010). A learning-angled culture, resources, leader trust and enough information at organisational level, maintains empowerment (McShane et al., 2010).

Research done in the Svenska Handelsbaken shows that empowerment is grounded in a culture that allows those in direct contact with customers and know them well, to make decisions, ultimately resulting in motivated employees who take responsibility and keep morale high (McShane et al., 2010). Allowing employees to make decisions on how they go about their daily activities leads to autonomy and results in empowerment (Haas, 2010).

Fernandez & Moldogaziev (2015) studied the impact that empowerment has on job fulfilment by monitoring the other factors that encourage job satisfaction such as:

- Satisfactory resources;
- Using talent well;
- Task meaning;
- Collaboration at work;
- Working environments;
- Sensitivities of fairness;
- Workload;
- Perceived promotional prospects;
- Contentment with pay; and
- Other dynamics, such as age, minority standing, gender and geographical position in relation to headquarters.

The results showed that job fulfilment is negatively impacted by empowerment/enablement, even when monitoring other factors that influence job satisfaction.

Fernandez and Kim (2014) show that employee empowerment, when demarcated as a relational theory, seems to have an all-embracing impact on job satisfaction. In turn, job satisfaction implicitly impacts turnover intention, which strongly relays into turnover behaviour.

Empowerment of employees result in people taking responsibility as they gain authority in their work; this increases employee engagement.

2.5.5   Employee engagement

Engagement is the result of employees having a sense of safety to follow their own initiatives. Employee engagement is of the greatest importance when there are circumstances of ambiguity, difficulty, or when a change is needed, thus making trust the base that matters (Schneider et al., 2009).

Organisational effectiveness and performance are key drivers of organisational engagement. It is of the utmost importance for employees to feel as if they belong, which will result in employees finding their roles as well as the encouragement to share in the organisation's vision (Kennedy & Daim, 2010).

According to Schneider et al. (2009), *"Engagement is a powerful concept because it captures the notion of employees who give it their all, work with passion or go the extra mile. In this view competitive advantage comes from getting more out of available (human) resources".*

This could unbalance the appeal of engagement, therefore engagement only works well if both the employees as well as the organisation's interests are served in the long run (Schneider et al. 2009).

The engagement drivers, according to Federman (2009), are shown in the figure below

Figure 3:   The engagement drivers

Culture	Communication
Priority setting	Success indicators
Innovation	Customer/ Business cycle
Talent enhancement	Talent acquisition
Incentive and Acknowledgement	

Employee Engagement
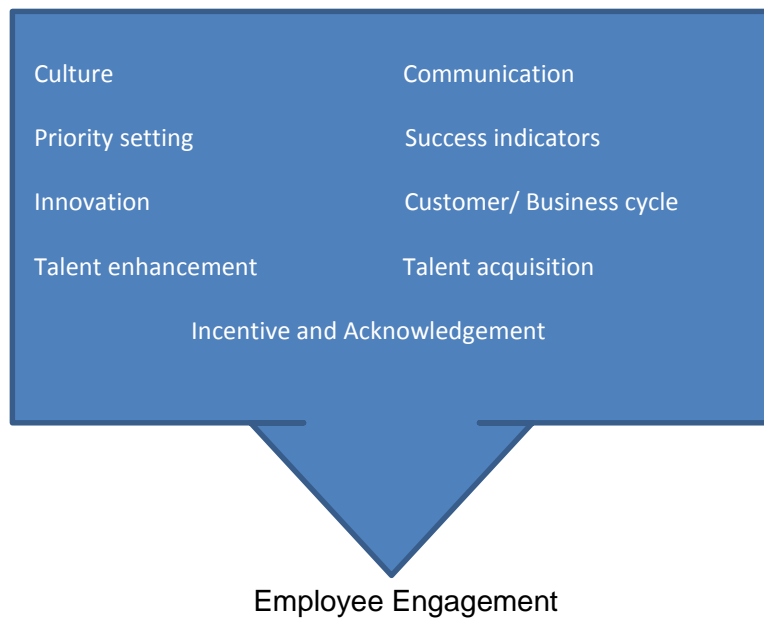
Source: Federman (2009)

Culture refers to behaviour patterns or shared norms. In organisations, these are described by values. The larger the difference between actual culture and envisioned culture, the greater is the destructive impact on employee engagement (Federman, 2009).

Turnover can be seen as central to employee engagement, as employees who engage are nine times more likely to stay with the organisation. Employees leaving can lead to disengaged team members or divisions. These employees can affect performance and have devastating effects (Federman, 2009).

As early as 2006, Lockwood has stated that employee engagement can break the bottom line because it has a substantial impact on employee productivity and talent retention. Furthermore, the study concludes that beyond compensation and benefits, employee engagement is best achieved via emotional enrichment and meaningful work experiences that are based on environmental stimulation, support, development, learning and the recognition of contributions (Lockwood, 2006).

Wellins et al. 2009, show that employee engagement occurs when the employees who have been employed, hold the correct talent. This is then developed into leader talent, with the applicable skills, while being supported by the organisation via strategies and systems (Wellins et al., 2009).

The organisation needs to develop talent pools that will fill positions of strategic value to the organisation, and create policies to keep identified talent committed, as well as up-to-date about how their talent is being managed. Greater engagement is promoted when the organisation clearly communicates their talent management process and reinforces the employee-employer relationship (Garrow & Hirsch, 2009).

Strong employee-manager relationships are vitally important in the engagement formula (Markos & Srivedi, 2010). The Gallup survey concludes that the key force to engagement is the manager managing the employees (Fernandez, 2007).

According to Mehta et al. (2013), the drivers of employee engagement, as gauged from previous research are:

- Jobs should be challenging but also provide motivation (nature of the job);
- Employees should clearly understand their contribution to the company, aligning the performance of the company to that of the employee (line of sight);
- Managers' integrity and trustworthiness - managers should keep their word and communicate well;
- A clear path or map to career opportunities, development and growth;
- Employees should be proud of the company they work for;
- Co-worker relationships increase engagement levels (team and other co-workers);
- Respectful culture where contributions are recognized;
- Mentoring, counselling and feedback;
- Effective leadership;
- Job expectations that are clear;

- Motivation; and
- All the necessary tools and data to perform work responsibilities adequately.

As early as 2005, the Development Dimension International (DDI) has showed that there are five things managers need to adhere to that will create highly engaged employees.

- Employee empowerment;
- Encourage and endorse team work, as well as association/collaboration;
- Develop and grow people;
- Recognize and support where appropriate; and
- Another key driver of satisfaction with current position is work–life balance.
  (DDI, 2005)

The NSH Leadership Academy (2014) reported that they have found that career development opportunities and career management are linked to employee engagement. Furthermore, effective talent management strongly requires transparency. There should also be effective policies and practices that are positively linked to employee engagement (Fitzgerald, 2014).

2.5.5.1   Consider the risk of disengagement

When organisations do communicate adequately and the employees are told that they are possible potential, the organisation needs to ensure that they are committed to employee development, as the employee will monitor the organisation's continuous support of them as part of the talent pool. Should the organisation fail to deliver on the communication, the employee will stagnate and not grow towards engagement, but move on the continuum towards moderate engagement. At this point the risk of disengagement becomes a reality (Kambabazi, 2012).

Disengaged employees miss 3.5 days on average per year, are less productive and increase the cost to the organisation (Markos, 2010). Disengaged employees hardly challenge the status quo, are emotionally distanced, have reserved commitment, lower productivity, as well as reduced passion, and do not go beyond their normal job scope. These behaviours are a liability to the organisation (Shuck et al., 2011).

Employers want an engaged workforce because they are productive, more customer focused, loyal, as well as hardworking. Organisations can achieve engagement by creating a supportive environment for employee career development, as well as career progression. At the same

time they could gain from maximising their employee contributions with the added bonus of being a preferred employer or an employer of choice (Fitzgerald, 2014).

Organisations can neither drive nor drag creativity or innovation from disengaged employees. A study by Gichohi (2014) concluded that employee engagement is a critical forerunner for the ability to be creative and innovative (Maku-Gichohi, 2014).

Anitha (2014) argues that the leadership, co-worker relationships, team dynamics, training, career development and compensation are pivotal to the level of employee engagement within organisations. The factors that could influence engagement are workplace, wellbeing, organisational policies, procedures, systems, as well as structures. It is advised by Anitha (2014) that companies should pay close attention to staff skills, knowledge and talent, since when there is a link created between employee talent and strength awareness - it drives performance as well as engagement (Anitha, 2014).

McCauley and Broomfield (2010) from USP business development have the leading causes of disengagement as:

- Unmet job expectations after initial recruiting;
- Business/organisational changes that cause unmet job expectations due to the changes in reporting lines, job design and team structures;
- Not enough resources to do jobs successfully, such as faulty equipment and no or outdated data/information;
- Underutilisation/misuse of talent (unchallenging);
- Over-utilisation/misuse of talent (e.g. over-delegation);
- Low individual appraisal or development (lack of adequate training or coaching/feedback);
- Lack of advancement and opportunities (no career growth opportunities, or in-house moves are limited);
- Lack of recognition (inequalities in pay; poor acknowledgement; ignoring or indifference to individuals);
- Poor work–life balance (regular excessive working hours);
- Weak environment (misbehaving individuals undermining work relationships);
- Line management that is of poor quality, with low drive and direction, causing frustration

Talent management can moreover be seen as a central part to any organisation's ability to engage its employees. In addition, the prime importance of these two elements cannot be

overstated. The consideration of the organisation's ability to effectively address these factors will determine the organisation's success and long-term sustainability (Lalani, 2014).

Strategies surrounding talent management ultimately aim to ensure the acquiring and retention of essential talented individuals for future organisational success, thus the organisation creates talent management strategies in an attempt to acquire, develop, as well as retain talented individuals.

2.6 EFEECTIVE TALENT MANAGEMENT AND RETENTION

Organisations typically implement a programme referred to as talent management to attract, develop and retain their recruits. A key ingredient of the talent management process is career management, which is aligned with succession planning (Koketso & Rust, 2012).

The loss of talented employees can cost the organisation more than just the one year's salary value, attributed by Davidson et al. in 2010 (Davidson et al., 2010).

Boushey and Glynn (2012) have found in a literature review that the turnover of educated workers as well as employees that perform more complex tasks, excessively increases the costs to the company (Boushey, 2012). Meier and Hicklin (2008), state that higher organisational performance is linked to a more stable workforce (Meier et al., 2008).

Wellins et al. (2009) identified the nine best practices for effective talent management in a DDI white paper:

- A talent strategy that is closely aligned with business strategies and thus is crucial to begin with the end in mind;
- The channel of talent can only be as strong as the weakest connection;
- Management of talent is not a democracy;
- This type of management is all about aligning the right people with the relevant job;
- It is less about the "what" and more about the "how";
- It is more about "setting the table" than "sitting at the table";
- Know what you are looking for, what does the profile look like;
- Potential, performance, and readiness are not the same things; and
- Software usage does not equate to talent management

2.7   CONCLUSION:

Strategic talent management in an organisation comprises of the systematic identification of the key positions that is/can be vital to sustaining a competitive economical advantage in the current as well as future markets within which the organisation operates (Collings & Mellahi,2009).

Organisations have become more acutely aware of the importance of nurturing intangible human resources, to ensure differentiation from competitors in the marketplace (Zeng, 2009). Highly technological organisations gain competitive advantages through employees who possess key complex tacit knowledge.

This is seen as the era of knowledge as the main competitive enabler. There is a demand for talented employees (Michington, 2010). Organisations such as pharmaceutical companies are primarily highly technical as well as consulting in nature, thus they have been developing knowledge-based institutions to stay sustainably competitive. Recent research has focused its emphasis on the chronic shortage of talented people and suggests that it could be more severe in emerging markets (Vaiman & Holden, 2011).

Self-motivated, knowledgeable, creative, innovative, customer orientated employees who share in the organisational strategic vision, while staying committed to the organisational goals and objectives and similarly achieving personal career development goals and job satisfaction, are part of a vital base for sustained business performance and a competitive advantage with regard to competitors.

If an organisation wants to survive, the bottom line is that they must reconsider how they detect, grow and more specifically, preserve their current employee talent pool. Though organisations today seem to realise that their strategies regarding the management of talented individuals must be central to their business - as this is a foreshadowing of competitive advantage that any competitor finds challenging to duplicate - most organisations seem to find it challenging to keep employees engaged, thus they do not perform at the optimal levels of production.

Talent management warrants continued evaluation regarding the achievement of talent goals and the alignment of business planning processes, with effective talent management to reduce the risk of poor integration. This moves an organisation's focus to a more form, processes and programs related arena.

Talent management conversations can only be open and real if strategies and operational plans regarding commitments are scrutinised in the same way as other business action plans are evaluated.

The strategies implemented must serve organisational objectives, but also be considered valuable by employees, as performance is based on commitment and employee perceived value. Thus, the ultimate impact of these talent management strategies are aimed at the employee and therefore it seems clear that the perception of the employees regarding these strategies determine their ultimate success. It will also lead to increased commitment, performance, satisfaction, engagement, and a positive culture, that support the competitive advantage for the organisation and future financial success.

The subsequent chapter describes the research methodology employed to attempt to prove the study objectives posited in Chapter 1.

CHAPTER 3

RESEARCH METHODOLOGY

3.1   INTRODUCTION

Chapter two evaluated the base concepts as presented in the literature that relate to and affect talent management, as well as the possible constructs that can be useful in evaluating success derived from models customarily utilised to guide strategies and talent management procedures. In a research process, the term methodology indicates perspectives as well as the complete method utilised.

In this study, in an attempt to answer the research objectives, a survey method was applied. According to Maree (2012), a survey is the most popular method to collect as well as analyse data (Maree, 2012: 157). The survey method is usually related to a positivistic approach, which undertakes that human behaviour should be deliberated in the same way we study natural science (Collins & Hussey, 2003:52).

In business, where people are a complex part of the research and ideas as well as subjective thoughts can be valid, the preferred approach to use is the interprevist approach (Green, 2008:17).

In this chapter, the applied research design and methodology adopted was presented as well as the reasons for their suitability**.** The methodology applied in an attempt to address the problem statement from Chapter one is subsequently discussed. Furthermore, the survey comprising of two sections was examined regarding design, administration and statistical methods employed to analyse the data collected form the surveys.

This research paper could contribute to the current knowledge on talent management within a South African pharmaceutical organisation.

3.2.   THE STUDY MARGINS AND PERMISSION

The empirical investigation engaged in was limited to a South African pharmaceutical organisation which, for the purpose of this investigation, included both pharmaceutical and consumer health divisions within South African

Permission to conduct research within the organisation was sought from the organisation via the Country Manager & South Africa Lead, as well as from the Human Resources Sub Regional Lead. The research respondents comprised of both field force and office based employees, including both middle and senior management levels.

3.3.   THE RESEARCH METHODOLOGY

3.3.1   Research design

Obtaining appropriate data with regard to the research questions or objectives necessitates a plan that is referred to as the study design (Wellman, 2012:93). There are four types of research/study designs that can be identified, including experimental, quasi experimental, non-experimental and a qualitative research design. (Welman, 2012:78).

The overall design used was a non-experimental strategy, as it measured all the relevant variables or constructs at a specific given time. This is the most suitable design in order to increase the reach of participants and keep the cost of the research at a minimum.

The research followed a cross sectional method, allowing the researcher to compare different groups/behaviours at certain points in time. The drawback is that the cause and effect nature of research is lower, as it gives a single-period-in-time perception (De Vos et al., 2011) as well the fact that other variables may have a greater relationship to talent management (Welman et al., 2012:95).

3.3.2   Choice of research methodology

The summary below contains the common variances between quantitative and qualitative practices used during research procedures or studies.

Orientation	Qualitative	Quantitative
The notion about the world.	Truths can be manifold.	Truth is singular, i.e. variables can be used to quantify.
Aim of the study.		Find the connections among variables to be quantified.
Procedures and processes of the study/research.	• Approaches that are bendable and shifting; • Data collection produces design; • No hypothesis at start of study/research is needed; • The nature is inductive.	• Before study/research is initiated processes are created; • Prior to initiation of study/research a hypothesis is formulated; • The nature is deductive.
Role of the investigators.	The study enables researchers to become engrossed while they partake in the collective situation and research.	Preferably the researcher does not partake or influence the objects of research and stays an impartial observer.
Abilities to generalise.	Generalisation is based on structure and background.	Generalisation can usually be done worldwide, unrestricted by structure.

Adapted from Wellman et al. (2012:303)

When research is quantitative in nature it utilises close-ended questions in an instrument such as a survey, and then link them to numerical values for interpretation.

Qualitative research on the other hand, is when a researcher utilises an approach that examines the relationship amongst variables in order to test the objectivity of theories (Creswell, 2013).

Keeping current research in mind, emphasis was placed on the non-experimental design which can additionally be subdivided into laboratory experiments, field experiments, laboratory surveys and field studies or field surveys (Welman, 2012:94). The latter is of importance in view of this research.

3.3.3   Empirical study

This research followed a quantitative approach regarding the compilation of the survey, in order to generate answers to the proposed research objectives in an attempt to elaborate on the current understanding of employee perceptions on the talent management topic.

3.3.3.1. The considered population

The research was conducted in a South African pharmaceutical organisation with worldwide reach and its primary head-office based in America.

The organisation employed personnel in both pharmaceutical and consumer divisions. Personnel included employees in the, business analytics, product physicians, marketing, sales, training, financial, administrative, and human resources. These employees were viewed as the target population and included both office based as well as field force employees.

The target population comprised of approximately in total of 546 employed individuals of which only 530 were available during the survey period for survey completion. The target population included employees of different ages, education, gender, years employed, talent views, levels of management, as well as those employed in various positions across the organisation.

The study population was generated by the number of employees who chose to respond and fully complete the survey.

3.3.3.2   The sampling method

Quantitative research can largely be categorized into probability and non-probability samples. To ensure that each individual has an equal opportunity to be included in the sample during quantitative research, researchers regularly use random sampling. Samples can be generalized to the larger organisational population (Maree, 2012:176).

In business non-probability sampling is usually preferred. Non-probability methods are divided into accidental/haphazard or convenience/quota sampling, or purposive/judgemental or expert sampling. These designs chosen during quantitative non-probability sampling are employed to hand-pick a fixed number of cases or sample size (Kumar, 2010: 206).

Purposive or judgemental sampling, according to Zikmund (2013), can be used when the sample is selected based on applicable characteristics considered by an experienced researcher, when used in quantitative research where a pre-set number of the best placed persons in a verdict are selected to partake in the study. (Zikmund, 2013: 738).

Convenience or quota sampling is marked by the researcher's comfortable access to the population to be studied, while accidental sampling is based on convenience, but will include individuals who do not have the required information. The advantages are that this method is inexpensive and it promises enclosure of the type of people needed for the study.

This method of sampling, though not representative of the target population, but because units are only chosen if they can be effortlessly accessed, can be accurate if the population is similar (Kumar, 2010: 207).

Research samples are usually selected on the basis that it is unlikely that feedback will be attained from all the respondents within a population.

The applied approach in this study was non–probable in nature, with both elements of accidental and convenience sampling.

3.3.3.3. Techniques for data collection

Collins and Hussey (2009:188) provide an overview of the data collection process which illustrates the following steps:

1) Distinguishing the variables;
2) Methods for accumulating data;
3) Assessing methods of data accumulation via a pilot study;
4) Sample selection; and
5) Actual collection of research data.

3.3.3.4. The measuring instrument:

The current research leans sturdily towards the use of a questionnaire/survey as a preferred method of data collection, in order to research the correlation of variables associated with strategies and their effect on talent management and the views of success. The survey measurement was utilised to collect the relevant data needed to answer the research objectives as stated in Chapter one.

Surveys are usually designed to obtain information regarding biographical data, typical behaviour, opinions, beliefs, convictions, as well as attitudes (Welman, 2012:152).
The survey was created to obtain demographical information on the management and employees who chose to respond. The survey then proceeded to measure talent management by concentrating on the differences in views held by the above-mentioned groups of employees, regarding the effect of the organisational input and its alignment with the perceived successful outcomes achieved, concerning the different constructs identified, aimed at retaining talented individuals.

The survey was distributed via email and participants were encouraged to complete the survey via email prompts on a regular basis.

The survey included employees and management of varying demographics and different levels within the organisation. to ensure well-adjusted views, all employees were included, as employees could at any time attain a place in the organisational talent

pool. To distinguish between current and possible future talent, a set of self-selection questions was included in the demographics section of the questionnaire.

The questionnaire measured talent management with regard to the following constructs or concepts, as identified from the literature review in Chapter two. The following constructs were included in the survey (See Appendix 4 for the survey):

Section A. Organisational culture;

Section B. Strategic alignment;

Section C. Performance management;

Section D. Employee empowerment;

Section E. Employee engagement; and

Section F. Managerial support and encouragement

Section G. Career development

The Likert scale was developed in 1932 by Likert to measure attitudes by asking respondents to respond by rating a series of statements about a situation or topic, thus attempting to tap into a more cognitive as well as affective elements of attitudes. There is no incorrect manner of constructing any Likert scale, but a general rule is to include at least 5 points. Some-researchers recommend as wide a scale as possible, according to Allen and Seaman (2007:1).

The data acquired from a survey where participants are asked to choose one from a set of responses, are easier to analyse (Maree, 2012:9). The researcher decided on the use of a Likert scale to evoke choices from respondents. Keeping in mind, the utilisation of a scale which allows for a neutral response was not recommended by the statistical department, due to the nullifying factors that it brings about in opinion polls.

The following 4-point Likert scale was consequently employed in the study survey:

Hardly ever	1
Rarely	2
Frequently	3
Almost always	4

This Likert scale specifically excluded the use of a neutral point, to ensure an either negative or positive response, in order to quantify the measurement of each construct or concept.

Administration of the survey:

Organisational permission was granted to gain access to the relevant employee mailing list of which an appropriate selection of all employees was done, with the assistance of an executive team member of the organisation.

The employees to be included in the research were derived from the organisation's global email lists. The survey was distributed to all the relevant South African employees via email. The email additionally included a cover letter of informed consent (see Appendix 3) and an explanation of the benefits of participation in the research, in order to increase the possibility of responses (Boyer, 2012).

The time allocation associated with the survey was 12 minutes for the completion of the survey and 3 weeks to return the survey. Employees were encouraged to complete the survey, via reminders sent twice weekly.

3.4 STATISTICAL ANALYSES:

The statistical analysis of the raw research data was to be conducted through the usage of the statistical packages available at the University of the North-West, and was considered as applicable by the statistical adviser as well as the study leader. These packages were used to extract statistical data that was utilised for interpretation and recommendations.

Data analyses was initiated by grouping data collected from the survey's Likert scale, tallying the values by category and placing the results in tables. The survey's demographic section and section two's identified constructs were allocated numeric values, which were captured onto the computer system at the statistical department of the university.

3.4.1   Methods used

3.4.1.1   **Descriptive statistics**

Descriptive statistics is a term given to analyse data that helps to describe, show or summarise data in a meaningful way. The data cannot be analysed or conclusions reached beyond the data analysed.

Simple or marginal tabulation refers to the tally or sum of the number of responses per item, assigning them to a frequency distribution. This could provide some of the most useful information to a researcher on how often a certain response occurred (Zikmund, 2013).

- **Frequency distribution** reports on the number of incidences in each category. Relative frequency refers to the percentage of comments in each category.
  Frequency distributions allow the researcher to come to some preliminary conclusions about the data. Knowing the relative frequency distribution, which presents a proportion of the total group or proportion of two or more groups, is most useful (Levine et al. 2014).

- **Mean/average and variability** procedures show mean, standard deviation, median for variables or constructs (Leard, 2013).

3.4.1.2   ANOVA evaluations were used to acquire the t–test and F-test values, which enabled analyses by means of Cohen's effect sizes and Tukey's post hoc test to be performed.

3.4.1.3   Cohen's effect sizes were calculated for this study due to the fact that the p-value could show significance, but does not imply practical significance. P-values decrease as the data sets grow in size. Effect size is a practical measure that is not related to sample size. Effect sizes describe the differences in means but must be large enough to be practically important. Measures to keep in mind in practical significance are: (Steyn & Ellis, 2003):
- Non-significant - for all practicality does not differ from zero;
- Significant - there is a deviation from zero; and

- Practically important - it differs from zero and is large enough that a linear relation exists and it is practically important too.

Ellis & Steyn also point out that Cohen (1988) provided the following guidelines for the clarification of effect size:

- Small effect : d=│0.2│
- Medium effect (difference is notable with the "naked eye"): d=│0.5│
- Large effect (practically significant): d=│0.8│

3.4.1.4 Tukey's post hoc test

In order to do post hoc tests, an ANOVA test needs to be completed. *"Post hoc tests are used when the researcher has already obtained significant F-test with factors that consist of three or more means and additional exploration is needed to provide specific information on significance of difference amongst the mean"* (Steven,1999). The difference score is then compared to a critical value HSD (honestly significant difference). Tukey was initially developed for a sample with equal sizes, but can be adapted to unequal size samples (Steven,1999).

In this research the Tukey post hoc test provided additional information with regard to the difference in views of diverse groups of talented individuals, as well as not yet identified individuals.

3.4.2 Validity and reliability

To increase the validity or reliability, the ideal is to pre-test new survey/questionnaires by means of a pilot study. Due to time constraints though, the survey was developed with the assistance of both a widely experienced research supervisor as well as the statistical department at the university, in order to ensure wording that was not vague or unclear and furthermore, that a detailed understanding is achieved while measuring would be accurate. The survey was approved by both the organisation and the research study leader before distribution.

3.4.2.1   Reliability

Reliability refers to the grade to which a measurement tool concludes the same way each time it is employed under similar circumstances (Welman et al., 2012:145). Four ways to evaluate reliability according to Wellman et al. (2012:145-147) are:

1.   *Test/retest.* This is seen as the more conservative manner to estimate reliability but would also acquire the administration of the same test on two separate occasions for each participant and could be time consuming.

2.   *Parallel forms or Alternate form* it is when reliability is determined by use of otherwise worded approaches to measure the same aspect.

3.   *Internal consistency* can be calculated by means of Cronbach's Alpha Coefficient to estimate the reliability of a group of questions that evaluates an aspect. It is a replication of how well the different items complement each other.

4.   *Split Halves method*. This method can be conducted at one instance. The full set of items is divided into two and the score obtained on each half is correlated. The technique leans itself to differences based on the manner of the spilt.

This study employed the reliability measure by calculating the Cronbach alpha coefficients.

When using a Likert scale, it is extremely important to compute as well as report Cronbach's alpha coefficient's for any scales used, to ensure internal reliability (Gliem & Gliem, 2003).

Cronbach's alpha coefficients below 0.7 have been viewed as representative due to an assortment of concepts in psychology, even though cognitive tests initially showed a 0.8 value (Field, 2009:821).

A low number for alpha could be due to a limited number of questions or a reduced relationship of the items and could indicate that these items should be reassessed. On the other hand, a too high alpha may suggest that some items are redundant, testing the same thing. Alphas of 0,9 have been recommended as the high point (Mohsen & Dennick, 2011:54).

Cronbach's alpha coefficient was used to determine the internal reliability, viewed as a measure based on the correlation between different items on the same test it measures. Despite several items that it proposes to measure, the same general construct produces similar scores. If the items within a test are related to each other, the value of alpha is increased (Tavakol & Dennick, 2011.54).

3.4 2.2   Validity

Validity indicates how well a survey measures what it sets out to measure. Validity refers to the degree/accuracy to which a score honestly embodies or reflects a measurement it was intended for (Welman et al., 2012:142).

There are four types of validity according to Litwin (1995) and Zikmund, (2010):

1. *Face validity* concludes whether the measure is gauging the planned construct. It is not seen as the most scientific manner, but is an easy way of assessment - casual review of the survey items by untrained judges. Face validity refers to the cumulative agreement of experts that the scale measurement seems to reflect the intended purpose well.
2. *Criterion validity* indicates how well an instrument compares to another instrument or other predictor.
3. *Construct validity* is seen as the most valuable, as well as the most difficult to measure. It indicates the importance of the gauge of measures or the instrument when used in practice.
4. *Content validity* indicates how appropriate the items seem by the reviewers' appropriate subject knowledge.

Validity in this research was appraised by utilising content validity, based on the analysis of both the research study leader as well as the organisation's human resource manager, in addition to the construct validity analyses, based on factor analysis.

3.5   ETHICAL CONSIDERATIONS

The first page of the questionnaire contained an informed consent letter (Appendix 3). This letter presented the intent of the study and notified participants of the contents as well as the scope of the study, while ensuring them that participation is voluntary and only willing participants should proceed to complete the survey. The researcher's contact details as well as the study leader's contact details were made available on the letter to all the participants in the target population.

Respondents were assured that they were free to refuse or drop out at any time. Respondents were guaranteed anonymity and that the reporting process will heed to the highest ethical standards, regarding the protection of privacy and confidentiality.

CHAPTER 4

PRESENTATION OF RESULTS AND DISCUSSION

4.1 INTRODUCTION

Business research is methodical and occurs in organisational environments where solutions are needed to resolve uncovered issues or possible opportunities need to be identified (Serekan & Bougie, 2011).

In order to answer research questions, business researchers revise as well as code information to create results that are in a tabulated format. Descriptive data refers to a process that transfers raw data into a format that is effortlessly understood and easy to interpret. The most common form of summarizing data is the use of frequency distributions, calculated averages and percentage distributions (Zikmund, 2013: 436).

In this chapter the statistical analysis of results obtained from the research instrument (survey) explained in Chapter three, is discussed.

In the initial part of this chapter, the demographic section of the survey was presented while the latter part was dedicated to section two of the survey. Section two was designed to investigate the effect of implemented talent strategies, alignment with employee views and centring on certain constructs associated with talent management.

4.2 POPULATION

The population elements with regard to the target population and the study population are described in Chapter 3 in general, and in this chapter the actual reports are presented.

The target population considered, due to convenience, was situated within a South African pharmaceutical organisation. The total target population was approached and respondents who chose to respond to the survey accumulated to create the study population.

The survey was electronically circulated to the target population within a South African pharmaceutical organisation. The target population comprised of 530 available employee respondents who consisted of standard employees as well as middle and senior management. These possible respondents comprised of both field based as well as office based personnel, residing in all four provinces of South Africa. The population included both male and female employees with educational qualifications ranging from diplomas to

master degrees. The target population included diverse ages, employment experience and differing periods of employment within the organisation.

The number of respondents who reacted to the survey was 239, but only 231 surveys were eligible and utilsed to create the actual study population. Eight of the surveys' data could not be used for statistical evaluation (5 were lacking responses, thus not fully completed and 3 respondents opted out due to working at organisation for less than a year). The study population was regarded as an availability sample and thus it was the researcher's choice as guided by the North-West University's statistical consultant to interpret the results according to frequency distributions, Anova evaluations, Cohen's effect sizes and Tukey post hoc tests (see Chapter 3 for explanation 3.4.1.3).

When considering the use of any research instrument, it is imperative to discover whether the instrument is both valid and reliable to obtain applicable data for statistical analyses, and ultimately answer the primary objective of the study, while satisfying the secondary objectives - all posed in Chapter 1 (see 1.3.1 and 1.3.2.).

4.3. RELIABILITY AND VALIDITY

Reliability elements were discussed in Chapter 3 in more detail (see 3.4.2.1). Subsequently presented are the methods and results obtained when considering both the reliability and validity of the survey instrument.

4.3.1 Reliability

Table 1 presents the internal reliability assessment of the survey. All but one of the constructs presented Cronbach Alpha Coefficient values of above 0.7.

Table 1:   Cronbach's Alpha coefficients

Constructs	Question number	Raw
Culture	1 to 4	0.73
Strategic alignments	5 to 9	0.88
Performance management	10 & 11	0.51
Employee Empowerment	12 to 15	0.82
Employee Engagement	16 to 20	0.79
Managerial support	21 to 25	0.74
Career development	26 to 29	0.77

Note: Cronbach Alpha of 0.7 or higher is usually indicated for high correlation.

The Cronbach Alpha Coefficients for all constructs were between 0.73 and 0.88. The only exception was for the construct of performance management, with a value of 0.51.

4.3.2   Validity

The elements of validity was defined and described in detail in Chapter 3 (see 3.4.2.2). The required method of validity, with regard to this survey was decided as follows:

- **Content validity**

    The survey was perused, prior to deployment, by the research study leader, the statistical department, the organisation's Country Manager & South Africa Lead, as well as the Human Resources Sub Regional Lead of the organisation. The content was evaluated by the above individuals and approved for usage in the organisation within which the target population was identified. Final approval was awarded before embarking on distribution to ensure that the best possible data collection method was utilised.

- **Construct validity**

    Considering MSA values, communalities and percentages of variances, a factor analyses was utilised to assess the validity of all the constructs of the survey instrument. The following table presents the factor analyses with regard to the survey.

Table 2: Factor Analysis

Construct	N	MSA	Number of factors	Variance explained %	Communalities varies between
Culture	228	0.58	2	85%	0.79 and 0.89
Strategic alignment	231	0.66	1	62	0.53 and 0.70
Performance management	231	0.5	1	67	0.67
Employee empowerment	231	0.75	1	68	0.50 and 0.78
Employee engagement	231	0.67	1	55	0.42 and 0.75
Managerial support	230	0.67	2	74	0.65 and 0.86
Career development	230	0.77	1	60	0.53 and 0.67

Please take note of the fact that content validity as well as reliability was assured. The decision was made to keep all analyses that yielded more than one factor as one construct. As can be seen in the above table, there are two constructs (managerial support and organisational culture) that yielded 2 factors.

4.4 SURVEY RESULTS

Demographic information provided statistical data that was quantitative in nature (ACAPS technical brief, 2014) and the attained data assisted the researcher to compile profiles of the respondents and/or to place respondents into categories.

The data collected form the survey was organised by construct for statistical analysis. Demographic data was analysed and presented in frequency tables.

4.4.1 Section 1 Demographic information

4.4.1.1 Individual Information

The survey collected background information that was compiled into percentage frequencies regarding the questions answered by the respondents in the survey. The questions were grouped into constructs which was used as subsets of evaluation.

Section one of the survey required respondents to provide demographic information regarding themselves, pertaining to sixteen questions answered. The first six provided individual information while the latter 10 were utilised to gain background information with

regard to positioning on talent management. Table 3 presents the frequency percentage values of the demographic data.

Table 3:   Statistical data on Individual information frequencies

Question number	Question 1-6 Background	Results
	DEMOGRAPHICS INFORMATION	
1	**Are you currently office based or field force**	%
	Office	38.1
	Field	61.9
2	**what is your age at your last birthday**	**Years**
	Average/mean age	40 years
	Age range	29-58
3	**Gender**	**%**
	Male	15.58
	Female	84.42
4	**How long have you been employed at company**	**%**
	2-5years	44.16
	>5years	55.85
5	**what position level do you currently hold**	**%**
	Employee	87.01
	middle management	8.23
	senior management	4.76
	combined management	13%
6	**What is your highest qualification**	**%**
	Diploma	17.32
	Bachelor	67.53
	Honours	12.55
	Masters	2.6

The results revealed that 61.90% of the study population was field based, while 38.10% was office based. The statistical analyses revealed that the average age of respondents was 40 years with a standard deviation of 6.2 within a range of a minimum of 29 years and a maximum of 58 years. The majority (84.42%) of respondents were female and only 15%

were male. Management comprised of 13% of all respondents, while 87.01% was employees. The most common qualification held by respondents was a bachelor's degree and the majority of the respondents (55.85%) have been employed by the organisation for at least 5 years, while none had been employed for less than 2 years.

4.4.1.2 Information on Talent Positioning

To be able to from a profile of the respondents, the demographic information part of the survey included questions concerning respondents' positioning and experiences with regard to talent management. Table 4 shows the frequencies in percentage, obtained from the statistical analyses of data.

Table 4:   Demographics on Talent Orientation

Question Number	Question 7- 16 Focused on Talent Orientation	RESULTS IN %	
		Negative%	Positive %
7	See myself as talent	1.73	98.27
8	Identified as talent	17.32	82.26
	Time in years are:		
	Not yet	17.32	
	1-2 years	50.65	
	3 years and more	31.61	
9	Are you willing to accept greater responsibility in next year	7.76	92.1
10	Do you believe you can lead others	1.3	98.7
11	I want to be part of a development program	10.83	89.18
12	I would consider to develop my career		
	Job rotation	32.02	67.98
	Redeployment	40.09	59.91
13	I would prefer being		
	Formally developed	17.03	82.97
	Informally developed	45.7	54.3
14	I would prefer to geographically stay in same area	12.55	87.45

15	I believe I will achieve my career goals from current job	48.05	51.95
16	Go to other company	3.03	96.97

The above table indicates that even though the majority of respondents (98.27%) viewed themselves as talented, while 1.73% did not see themselves as such. The period of time they have already been identified as talent by the organisation identify them as talent, highlighted that most respondents (82.26%) belong to a talent pool for between 2 to 5 years, and that 50% of the respondents had been identified as talent for at least 1 to 2 years.

The statistical analyses presented on demographic information additionally showed that 92.21% of respondents were willing to accept greater responsibility during the following year while 98.70% of respondents believed that they could lead others.

Analyses values moreover showed that 89.19% of the respondents indicated a need to be part of a formal career development programme. Respondents furthermore, indicated that they had a slightly higher preference for job rotation - 67.98% versus redeployment at 59.91%. They however preferred the same geographical area, according to 87.97% versus 12.55%. The latter were willing to change geographical location. Additionally the statistics revealed that only 51% of respondents believed that they would be able to achieve their career goals from their current position and an overwhelming 98% of respondents would consider another organisation to promote their chances for opportunity.

This concluded the presentation and discussion on Section one of the survey. The dialogue now continues with the presentation and discussion of results on Section two of the survey.

4.4.2   Section 2 Talent management investigation

Participants in this study were not randomly selected, as was discussed in more detail in Chapter 3 in the section titled Sampling methods (3.3.3.2). Statistical inferential techniques were thus not preferred methods of analyses. The statistical evaluation was consequently continued via Cohen's effect sizes and Tukey's post hoc test, to provide a clearer understanding of the effect of each construct on talent management. The aim of using these statistics was to determine whether there was a large enough difference to indicate an effect in practice.

The constructs investigated in Section 2 of the survey was identified during the literature review and clearly presented in Chapter 3, via measuring instruments (3.3.3.4). Each construct had two or more questions pertaining to it.

The following discussion links the statistical analyses to the objectives of the study.

The guidelines regarding *d-value* according to Cohen were applied as follows:

- *If d = /0.2/ small difference*
- *If d = /0.5/ medium difference and noticeable with the naked eye* ▪
- *If d ≥ /0.8/ large difference and practically significant* ▪▪

4.4.2.1 The Effect of the organisation's strategic talent management effort versus success achieved as viewed by employees at different levels.

This sub-section specifically discusses the organisational strategic talent effort versus the views on the success of these strategies as perceived by the employees.

According to Table 5, descriptive statistics and Cohen's effect sizes showed values regarding the alignment of the organisational strategic talent management effort (identified by certain constructs within the literature), versus the views of all respondents regarding organisational success achieved concerning those identified constructs.

Table 5: **Descriptive statistics and Cohen's effect sizes on all employees' perception of the alignment of organisational effort and the success achieved**

Please note: E = Organisational Effort; A= Success Achieved

Construct	N	Mean	Std	Mean diff	Std diff.	p-value	d-value
Culture- (E)	231	2.75	0.51				
Culture (A)	231A	2.26	0.49	0.48	0.44	<0.05*	0.94**
Strategic alignments (E)	231	1.99	0.56				
Strategic alignments (A)	231	1.5	0.54	0.49	0.61	<0.05*	0.88**
Performance management(E)	231	2.62	0.46				
Performance management(A)	231	1.88	0.46	0.74	0.42	<0.05*	1.6**
Employee Empowerment (E)	231	2.52	0.57				
Employee Empowerment (A)	231	2.23	0.55	0.3	0.36	<0.05*	0.53*
Employee Engagement (E)	231	2.07	0.46				
Employee Engagement(A)	231	1.74	0.5	0.34	0.5	<0.05*	0.73*
Managerial support (E)	231	2.04	0.45				
Managerial support (A)	231	1.71	0.43	0.33	0.53	<0.05*	0.73*
Career development (E)	230	1.88	0.54				
Career development (A)	230	1.57	0.49	0.32	0.5	<0.05*	0.59*

*   Medium effect in practice*
**   *Larger effect in practice and also practically significant*
*Statistically significant at p-value ≤ 0.05 **

The above table demonstrates that there was a large (> 0.8) and practically significant difference with regard to the effort of the organisation, versus the success of outcomes achieved, as viewed by all employees (management and employees) in relation to the talent constructs of culture (0.94), strategic alignment (0.88), and performance management (1.6). Furthermore, the effect size values indicated a medium noticeable difference that could be observed with the "naked eye", with regard to the constructs of employee engagement (0.73); managerial support (0.73); employee empowerment (0.53); and career development (0.59).

There was a substantial difference between the alignment of organisational effort, as defined by the above shown talent constructs, and the successful effect observed by employees regarding the same constructs.

❖ *The most influential factors:*

Table 6 below presents a list of constructs for both organisational effort and success achieved. The first column shows the constructs that the organisational effort was most successful at in descending order to the ones at which they were least successful. The second column shows constructs that were viewed by the employees as most successfully achieved in descending order to the ones they were least successful at with regard to talent management.

Table 6 List of constructs of both organisational effort and success achieved as viewed by employees.

	Organisational effort	Success achieved
Top performing construct	Culture (2.75)	Culture (2.26)
	Performance Management(2.62)	Employee empowerment (2.23)
	Employee Empowerment (2.52)	Performance management (1.88)
	Employee Engagement (2.07)	Employee engagement (1.74)
	Managerial Support (2.04)	Managerial Support (1.71)
	Strategic Alignment (1.99)	Career development (1.57)
Lowest performing construct	Career development (1.88)	Strategic Alignment((1.50)

The organisation seemed to direct its highest effort towards the constructs of culture, performance management and employee empowerment. This could be seen in the success achieved by these three constructs, even if the achievement recorded was still lower than the average of 2.5 (indicated as the mean or the middle of the 4-point Likert scale), therefore an effort lower than 2.5 was conclusively more negative than those higher than 2.5. The bottom rated organisational effort constructs were managerial support, strategic alignment, and career development. These were also the constructs, though in a slightly different order than was shown, as the lowest to achieve success in the employees' views. The organisational efforts were not only higher than the success achieved, but did not reach an average level of 2.5 either except for culture, performance management and employee empowerment. The trend indicated that the organisation was nearing 2.5 on the constructs of culture and employee empowerment, but other constructs were seen as less than 2 and not close to achieving a required average rate of at least 2.5.

The subsequent part of this chapter continued to investigate the views of office based personnel versus field force personnel.

4.4.2.2. Effect of organisational strategic talent management effort and success achieved as viewed by office based versus field force employees.

Table 7 below presents the statistical analysis of office based employees l versus field force employees with regard to the alignment of the organisational strategic talent effort and the success achieved with regard to identified constructs.

Table 7: **Descriptive statistics and effect sizes of the organisational effort on talent constructs as observed by office based employees versus field force employees.**

Construct Identified	Group	N	Mean	Std	p- value	d –value
Culture	O	88	2.78	0.5	0.46	0.10
	F	143	2.73	0.52		
Strategic alignments	O	88	2.12	0.58	< 0.05*	0.35
	F	143	1.91	0.54		
Performance management	O	88	2.67	0.51	0.18	0.17
	F	143	2.58	0.43		
Employee Empowerment	O	88	2.71	0.53	< 0.05*	0.53**
	F	143	2.41	0.57		
Employee Engagement	O	88	2.11	0.45	0.29	0.14
	F	143	2.05	0.47		
Managerial support	O	88	2.1	0.52	0.16	0.17
	F	143	2.01	0.39		
Career development	O	88	1.96	0.52	0.08	0.23
	F	143	1.84	0.55		

Please note: *O =Office based employees; F= Field Force employees*
Then take note of the d-value guidelines according to Cohen:
* Medium effect in practice
** Larger effect in practice and also practically significant
Statistically significant is a p-value ≤ 0.05 *

According to the statistical analysis, the organisation's strategic talent effort as observed by office-based employees versus field force employees, presented a medium difference noticeable by the "naked eye", with regard to the talent management construct of employee

empowerment (0.53). Small differences were noted with regard to culture, strategic alignment, employee empowerment, performance management, employee engagement, managerial support and career development.

The largest value difference (based d-values) was noted in the construct of strategic alignment.

Focussing on the mean scores, while keeping in mind that a score of above 25 is seen as positive, due to the four-point Likert scale (the middle point between 1 and 4 is 2.5) used in the survey.

The most influential factors

Table 8 below presents a list of constructs for both groups, regarding the organisation's strategic talent management effort, based on the talent management constructs identified. The first column shows the constructs of the organisation's strategic talent management effort, as viewed by the office based employees from the greatest exertion of effort, in descending order to the one with the least effort exerted. The second column shows constructs that were viewed by the field force employees as the greatest effort input in descending effort, to the one where the least effort was exerted with regard to talent management.

Table 8:   List of organisational effort as viewed by office and field force employees

	Office based	**Field based**
Top performing construct	Culture (2.78)	Culture (2.73)
	Employee Empowerment (2.71)	Performance management (2.58)
	Performance management (2.67)	Employee Empowerment (2.05)
	Strategic Alignment (2.13)	Employee Engagement (2.05)
	Employee Engagement (2.11)	Managerial Support (2.01)
	Managerial Support (2.1)	Strategic Alignment (1.91)
Lowest performing construct	Career development(1.96)	Career development(1.84)

The office based employees overall listed views that were seemingly more positive than those of the field force employees.

The constructs of organisational culture and performance management for both personnel groups were more positive in view, while both employee groups experienced the constructs of strategic alignment, employee engagement, managerial support and career development as more negative, when focusing on organisational efforts specifically.

The office based employees regarded organisational effort as more positive than field force employees

In the subsequent section emphasis moved to organisational success achieved, as viewed by both the office and field force employees. Table 9 below displays the views of both office and field-based employees on the organisational success achieved regarding the talent management constructs surveyed.

Table 9:   Views of office- versus field based employees, on the success achieved in talent constructs

Construct Group	Group	N	Mean	Std	p- value	d –value
Culture	O	88	2.39	0.47		
	F	143	2.18	0.48	< 0.05*	0.44
Strategic alignments	O	88	1.74	0.62		
	F	143	1.35	0.42	< 0.05*	0.63*
Performance management	O	88	2.03	0.45		
	F	143	1.78	0.43	< 0.05*	0.54*
Employee Empowerment	O	88	2.38	0.48		
	F	143	2.13	0.57	< 0.05*	0.44
Employee Engagement	O	88	1.94	0.52		
	F	143	1.61	0.45	< 0.05*	0.64*
Managerial support	O	88	1.84	0.46		
	F	143	1.64	0.39	< 0.05*	0.42
Career development	O	88	1.71	0.53		
	F	143	1.48	0.44	< 0.05*	0.44*

Please note: O = Office based employees; F= Field force based employees
*   *Medium effect in practice*
**   Larger effect in practice and also practically significant
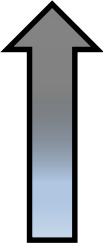*   Statistically significant is a p-value ≤ 0.05 **

The statistics focused on the views of office based versus field force based employees, regarding organisational success. This was based on talent management's construct indicated by a medium difference, implicating a noticeable difference by the "naked eye" on constructs of strategic alignment (0.63), performance management (0.54) and employee engagement (0.64).
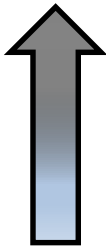
Managerial support, career development, employee empowerment as well as culture showed only a small difference, indicating that there were little differences in view with regard to these last mentioned talent constructs, between the two groups.

The largest value difference (based on d-values) was noted in the strategic alignment and employee engagement.

❖ *The most influential factors*

Table 10 below presents a list of constructs for both groups on organisational success achieved concerning talent management constructs. The first column shows the constructs as viewed by the office based personnel from the most successful in descending order, to the one that personnel viewed as least successful. The second column shows constructs that are viewed by the field force employees as most successful in descending order to the one that they see as least successful, with regard to talent management.

Table 10 List of constructs concerning the organisational success achieved as viewed by both office and field force employees

	Office based	Field employees
Top performing construct ↑	Culture (2.39)	Culture (2.18)
	Employee Empowerment (2.38)	Employee empowerment (2.13)
	Performance management (2.03)	Performance management (1.78)
	Employee Engagement (1.94)	Managerial Support (1.64)
	Managerial Support (1.84)	Employee Engagement (1.61)
	Strategic Alignment (1.74)	Career development (1.48)
Lowest performing construct	Career development (1.71)	Strategic Alignment (1.35)

As can be seen in Table 10, both groups viewed culture, performance management and employee empowerment as the constructs where the highest levels of success were achieved. The lowest levels of success were achieved in strategic alignment and career development for both groups, but in different positional sequences.

The highest success score was achieved in culture for both, but office based employees viewed career development as the least successful, while field force employees viewed strategic alignment as achieving the poorest success.

This table reveals that even though performance management was ranked equally as high for office based employees as for field force employees, there was a lower perception of success achieved (1.64) by field force employees versus that of office-based employees (2.03). Interestingly field-force ranked managerial support higher than office based employees, but they saw engagement at a lower position, versus office based employees. Office-based employees were generally more positive in their views than field-force employees.

Overall it could be seen that the organisational effort exceeded the success achieved, and all constructs relevant to success achieved were below the average 2.5 indicator.

4.4.2.3   Effect of the organisational strategic talent management effort vs. success achieved as viewed by employees versus management

This section of the statistical presentation focuses on the organisational strategic talent management effort with regard to talent management constructs, as viewed by employees versus those of management (middle and senior).

Table 11 - Displays the views with regard to *organisational effort* of both employees and management

Construct Identified	Group	N	Mean	Std	p- value	d –value
Culture	E	201	2.74	0.48	0.55	0.11
	M	30	2.81	0.69		
Strategic alignments	E	201	1.94	1.87	0.02*	0.50
	M	30	2.28	2.00		
Performance management	E	201	2.63	0.44	0.39	0.16
	M	30	2.5	0.58		
Employee Empowerment	E	201	2.49	0.58	0.03*	0.42
	M	30	2.73	0.52		
Employee Engagement	E	201	2.06	0.47	0.22	0.21
	M	30	2.16	0.40		
Managerial support	E	201	2.04	1.98	0.96	0.01
	M	30	2.04	1.88		
Career development	E	201	1.89	0.54	0.78	0.52▪
	M	30	1.86	0.57		

Please note: E = Employees; M = Management
*   *   Medium effect in practice*
*   **   Larger effect in practice and also practically significant*
*   Statistically significant is a p-value ≤ 0.05 **
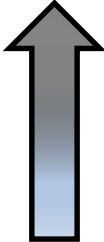
The values as seen in the above table show that employees minimally differ from management in relation to their view on organisational effort but a medium fluctuation was noted with regard to career development(0.52) and strategic alignment(0.50), indicating that there was a noticeable difference that could be noted by the "naked eye". A small difference was noted in the rest of the constructs.

The largest value difference between employees and management was noted in s, as well as career development.

❖ **The most influential factors**

Table 12 below indicates a list of constructs for both groups regarding the organisation's strategic talent management effort on the talent management constructs. The first column shows the construct of the organisational effort as viewed by the employees, in descending order from the most successful effort at the top down to the one where the least effort was exerted. The second column shows constructs that were viewed by the management as the highest effort expended down to the one that the least effort was spent on, with regard to talent management.

Table 12:   The comparison of the organisational strategic talent management effort as viewed by employees vs. management, ranked in descending order

	Employees	Management
Top performing construct	Culture (2.74)	Culture(2.81)
	Performance Management (2.63)	Employee empowerment (2.73)
	Employee Empowerment (2.49)	Performance management (2.5)
	Employee Engagement (2.06)	Strategic alignment (2.28)
	Managerial Support (2.04)	Employee Engagement (2.16)
	Strategic Alignment (1.94)	Managerial support (2.04)
Lowest performing construct	Career development (1.89)	Career development (1.86)

As can be seen in Table 12, the organisation's talent management effort had the highest effort effect on culture, performance management and employee empowerment, even though the order may differ between employees versus management.

Employee engagement and managerial support had a lower ranking order for management than it had for employees. Strategic alignment was ranked at the bottom two for employees. Both agreed that the least effort was spent on career development.

The mean score was assessed and it was established that an average of 2.5 was derived from the Likert scale used in the survey. The effort of the organisation with regard to organisational culture, performance management and employee empowerment, was viewed by both employees and management at or above the 2.5 average (range 2.49-

2.81). Strategic alignment, employee engagement, managerial support and career development actually exhibited a lower than the average (range 1.89-2.28).

Both management and employees noted that career development was the effort most lacking and that the most successful effort achieved was culture.

Subsequently Table 13 centres on the success achieved via the organisational effort in talent management, as viewed by employees versus management (middle and senior).

Table 13: Descriptive statistics and effect sizes regarding success achieved as viewed by employees and management

Construct Identified	Group	N	Mean	Std	p- value	d –value
Culture	E	201	2.22	0.44	< 0.05*	0.52▪
	M	30	2.57	0.66		
Strategic alignments	E	201	1.42	0.44	< 0.05*	0.70▪
	M	30	1.98	0.80		
Performance management	E	201	1.86	0.44	0.12	0.30
	M	30	2.01	0.53		
Employee Empowerment	E	201	2.18	0.54	< 0.05*	0.65 ▪
	M	30	2.53	0.47		
Employee Engagement	E	201	1.69	0.46	< 0.05*	0.52▪
	M	30	2.03	0.66		
Managerial support	E	201	1.68	0.37	0.02*	0.50
	M	30	1.97	0.63		
Career development	E	201	1.54	0.44	< 0.05*	0.32
	M	30	1.76	0.69		

Please note: *E = Employees; M = Management*
*   Medium effect in practice*
***   Larger effect in practice and also practically significant*
*   Statistically significant is a p-value ≤ 0.05 **
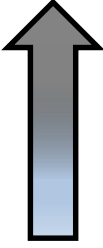
There seemed to be a medium difference noticeable via the "naked eye" between the views of the two groups on the success achieved in the constructs of culture, strategic alignment (0.52), employee empowerment (0.65), managerial support (0.50) and employee engagement(0.52). Furthermore, only a small difference in the views of the two groups was noted with regard to the constructs of career development and performance management.

The largest value difference (based on the d-value) was noted in the construct of strategic alignment,.

❖ The most influential factors

Table 14 below indicates a list of constructs for both groups regarding the organisation's success achieved on the talent management constructs. The first column shows the construct of the organisational success achieved as viewed by the employees, in descending order from the most success achieved at the top down to the one where the least success was achieved. The second column shows constructs that were viewed by the management as the highest success achieved down to the one that achieved the least success with regard to talent management.

Table 14: **The comparison of success achieved via organisational effort, as viewed by employees vs. management, ranked the constructs as follows**

.	Employees	Management
Top performing construct	Culture (2.22)	Culture (2.57)
	Employee empowerment (2.18)	Employee empowerment (t2.53)
	Performance Management (1.89)	Employee Engagement (2.03)
	Employee Engagement (1.86)	Performance Management (2.01)
	Managerial Support (1.68)	Strategic alignment (1.98)
	Career development (1.42)	Managerial support (1.97)
Lowest performing construct	Strategic alignment (1.42)	Career development (1.76)

The evaluation of the mean showed that employees did not view success as above the average of 2.5 for any of the constructs. The highest performing construct was culture, and the weakest were strategic alignment for employees and career development for management.

Management however viewed culture and employee empowerment as above 2.5 with employee engagement as well as performance management at the 2.01-2.03 range. Strategic alignment, managerial support, as well as career development, proved to be the poorest performers.

Employee engagement did not feature at top or bottom of the lists but was seen as middle performing for both groups.

Overall, as can be seen in Table 14, the top two and bottom two for both groups were the same constructs, just in different orders.

4.4.2.4 **Effect of the organisational strategic talent management effort vs. success achieved as viewed by identified talent and not identified talent.**

In Table 15 in Appendix 1 results from a Tukey post hoc test and Cohen effect sizes analyses performed with regard to organisational effort, is presented in detail. Table 15A is a summary of the detailed Table 15 in Appendix 1.

Table 15A: Summary of the organisational effort as seen in the Tukey post hoc test and Cohen's effect sizes

Effort significance	Difference in significance is seen as	
	Large effect	medium effect
Culture	1 vs. 3	3 vs. 2
	4 vs. 3	4 vs. 2
		4 vs. 3
Strategic alignment	None	1 vs. 4
		3 vs. 4
Performance management	None	1 vs. 3
		3 vs. 4
Employee empowerment	4 vs. 2	3 vs. 1
	3 vs. 4	
Employee engagement	4 vs. 2	None
	4 vs. 3	
Managerial support	None	None
Career development	4 vs. 3	1 vs. 3

Note groups are

- *Group 1 = not yet identified as talent*
- *Group 2 = - 1-2 years*
- *Group 3= - 3-4 years*
- *Group 4 =   ≥5 years*

As can be seen in the summary of Table 15, on organisational effort, there were medium to large differences viewed per group as subsequently discussed.

Groups 2 and 4 indicated medium to large differences on the following constructs:

- Employee empowerment (Large significant difference)
- Employee Engagement (Large significant difference)
- Culture (Medium difference observed with the "naked eye")

Groups 3 and 4 showed medium to large differences on the following constructs:

- Culture (significantly large difference)
- Employee empowerment (Large significant difference)
- Employee engagement (Large significantly difference)
- Career development (Large significant difference)
- Strategic alignment (Medium difference observed with the" naked eye")
- Performance management (Medium difference observed with the "naked eye")

Groups 1 and 3 presented medium to large differences on the following constructs:

- Culture (Large significant difference)
- Employee empowerment (Medium difference observed with the "naked eye")
- Employee engagement (Medium difference observed with the" naked eye")
- Career development (Medium difference observed with the "naked eye")

Groups 2 and 3 showed the following medium differences on:

- Culture (Medium difference observed with the "naked eye")

Table 16 in Appendix 1 shows the detail results from Tukey's post hoc test and Cohen's effect sizes analyses with regard to organisational success achieved is presented. The summary of Table 16 appears below as Table 16A.

Table 16A: Summary of the success achieved as seen in the Tukey post hoc test and Cohen's effect sizes

Success achieved	Difference in significance is seen as	
	Large effect	Medium effect
Culture	2 vs. 4	4 vs. 1
	4 vs. 3	
Strategic alignment	4 vs. 1	4 vs. 3
	4 vs. 2	
Performance management	None	4 vs. 1
		4 vs. 2
		4 vs. 3
Employee empowerment	4 vs. 2	3 vs. 1
	4 vs. 3	2 vs. 1
Employee engagement	None	4 vs. 2
		4 vs. 3
Managerial support	None	None
Career development	None	4 vs. 3

As can be seen in the summary of Table 16 on organisational success achieved, there were medium to large differences viewed per group as subsequently discussed.

Groups 2 and 4 indicated medium to large differences on the following constructs:

- Culture (Large significant difference)

- Strategic alignment (Large significant difference)

- Employee Empowerment (Large significant difference)

- Performance management (Medium difference can be observed with the "naked eye")

- Employee Engagement (Medium difference can be observed with the "naked eye")

Groups 3 and 4 showed medium to large differences on the following constructs:

- o Culture (Large significant difference)
- o Employee empowerment (Large significant difference)
- o Strategic alignment (Medium difference observed with the" naked eye")
- o Performance management (Medium difference observed with the" naked eye")
- o Employee engagement (Medium difference observed with the "naked eye")
- o Career development (Medium difference observed with the "naked eye")

Groups 1 and 4 showed medium to large differences on the following constructs:

o Strategic alignment (Large significant difference)
o Culture (Medium difference observed with the "naked eye")

The following groups presented a medium difference on the following constructs

Groups 1 and 3

o Employee empowerment (Medium difference observed with the "naked eye")

Groups 1 and 2

o Employee empowerment (Medium difference observed with the "naked eye")

Overall the groups' views that presented significantly large differences regarding different constructs were:

o Based on success achieved: Groups 2 and 4; 3 and 4 as well as 1 and 4.
o Based on organisational effort: Groups 2 and 4; 3 and 4 as well as 1 and 3.

Overall it can be seen from the above tables that groups appearing in both organisational efforts as well as success achieved with regard to large significant differences, were groups 2 and 4 as well as 3 and 4.

Table 17:   Areas of significantly large differences in a group regarding both the effort and success achieved by the organisation

	Effort (large differences)	Success (large differences)
Groups 3 and 4	Culture	Culture
	Employee empowerment	Employee empowerment
	Employee engagement	
Groups 2 and 4	Employee engagement	Culture
	Employee empowerment	Employee empowerment

Overall it can be seen in the table above that culture and employee empowerment seem to be significantly different in both the effort and success columns, while employee engagement seems to show significant differences only on the effort column side with regard to the above groups.

The next chapter discusses the findings and relations to literature as well as recommendations.

4.5   SUMMARY

The demographic section, with regards to the background information, showed that the majority of the study population was field force employees and of female gender. The qualification most frequently held was a bachelor's degree while the average age of respondents was 40 years with a range of 29-58 years. More than half of the respondents have been with the organisation for 5 years and none for less than 2 years.

The demographics section pertaining to talent information revealed that most respondents saw themselves as talented and belonged to the talent pools for at least 1-2 years. The majority felt ready for more responsibility in the direct future. Most of the employees stated that they would rather stay within in the same geographical area and prefer job rotation and additionally most wanted to be part of a formal development plan. Furthermore, the vast majority would move to another company for better opportunities should the opportunity arise.

Section two showed that employees at different levels viewed the organisational effort as higher than the success achieved based on the constructs evaluated.

Additionally, the office based employees were generally more positive with regard to their perceptions than field force employees and these two groups showed the largest difference in their views regarding employee engagement. Managers over all seem to be more positive than employees and the two groups differed most with regard to strategic alignment in both the organisational effort and success categories. Talented individuals that have been in the talent pool for 5 years and longer seem to indicate greater differences in their views than individuals that have been in the talent pool for a shorter period of time or those not yet identified. They indicated the largest difference on employee engagement in the organisational effort category and strategic alignment as well as employee empowerment in the success achieved category.

When focussing on the individual constructs with regard to talent management it can be derived that the strongest construct overall is culture and the constructs that commonly performing higher was performance management and employee empowerment. Employee engagement was very rarely listed in the top except for field versus office based employees

in the organisational effort category and almost never in the bottom but achieved a "middle of the road" listing overall. The constructs frequently in the bottom of the listing were managerial support, strategic alignment and career development.

Identified talented individuals and not yet identified as talent individuals viewed construct with the largest differences as culture and employee empowerment while engagement seem to show large difference more in the effort category.

CHAPTER 5

FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1   INTRODUCTION

Holbeche specified in 2012 that uncertain times are a truth in today's markets with unexpected global and political events. It is not surprising that innovation and agility has become the vital capabilities for sustainable performance. Additionally the manner in which organisations create value is important, due to the fact that a competitive edge is associated with innovation. In future, being flexible as an organisation will not be sufficient because the market has moved to a more service and knowledge based economy. The "right" people has become the source for innovation and production but actually the right people are not enough, they have to be engaged as well (Holbeche,2012).

Larger organisations seem to be aware of the profits associated with talent management practices in today's competitive environment. Research has historically focussed on the implementation of novel models but the effect or impact of these models at employee level was rarely assessed in a formal manner. This study attempted to provide a point of origin for the researched organisation concerning the effect of their talent management strategies with regard to the identified constructs and "how successful' these efforts have been at employee level. This creates some idea of the "line of sight" from executive to employee.

5.2   DISCUSSION OF EACH OBJECTIVE POSED IN CHAPTER ONE

In the subsequent section, each objective will be presented under the following identifiers:

- Study findings
- Conclusion on findings; and
- Considerations and recommendation.

Each objective will be discussed separately. This section starts off by discussing the secondary objectives, ending with a sub-summary and then progressing to the primary objective, summary, conclusion, as well as study limitations and suggestions for future research.

5.2.1   SECONDARY OBJECTIVES

5.2.1.1   Sub-objective one

Identify the <u>talent concepts</u> to be evaluated form a literature review.

Constructs identified to use during this study was highlighted by the literature reviewed to be of value when evaluating talent management models, and formed part of most models that considered talent management elements. The Deloitte report released in June of 2015 regarding human trends, strongly agreed with the constructs chosen for evaluation, as the current most relevant factors at hand for most South African organisations.

Deloitte's (2015) research has emphasized that culture and engagement are overall significant issues with human resources and talent programs as ways to better empower people and attempt to reduce the leadership gap. Willingness and readiness to address learning and development should be higher, while performance management must be assessed. The fact that employees feel overwhelmed must be considered by "undertaking a lesser amount well", rather than "undertaking extra with a lesser amount". Priorities that need urgent consideration are leadership, engagement, culture and development (Deloitte, 2015).

5.2.1.2   Sub-objective two

Discover the alignment on talent management strategies with regard to organisational effort and perceived success achieved within the organisation.

- **Relation to demographic section:**

   The demographic information revealed that almost half of the employees believed they would not attain career goals from their current positions. It should be kept in mind that the majority of the study population was field force employees and not office based, while most were just employees and not in management roles. The majority indicated that they see themselves as talent and the mainstream indicated that they were considering to move to another organisation should the opportunity arise.

- **Study findings:**

When viewing the organisational efforts and successes, the top constructs identified for both were culture, performance management and employee empowerment, while the lower values were attributed to strategic alignment, career development, and managerial support. Only culture scored above the average for both the effort and success categories, while both employee empowerment and performance management in the success categories did not reach 2.5 averages.

These findings indicated that within this study's population, the activities and effort related to the culture strategy seemed to be effective, but both performance management and employee empowerment still needed adaption to create success. The organisation ought to re-assess its current managerial support, employee engagement, and career development activities though, as these were not perceived as well sponsored strategies or successful by the study population.

- **Conclusion on findings**

These findings indicated that within this study's population, the activities and effort related to culture seemed to be effective, but both performance management and employee empowerment still needed adaption to create success. The organisation ought to re-assess its current managerial support, employee engagement, and career development activities though, as these were not perceived as well sponsored strategies or successful by the study population.

Overall this research concluded that there was a substantial difference in the alignment of the strategic organisational talent effort and perceived success achieved, with reference to talent management constructs identified as observed by employees at diverse levels.

- **Considerations and recommendations:**

Considering the above, indicates possible risk of future "talent drain" should the organisation fail to adapt its activities related to its talent strategy in such a way that it actually aligns its talent efforts with employees' perceived value regarding those efforts.

Kumar & Arora (2012) recommended that pre-emptive retention strategies can equalize possible loss of talented individuals while Lockwood as early as 2006, indicated that to move an organisation to its strategic goals, individual impact at all levels need to be appreciated. Organisations need to be knowledgeable about their

employee needs and wants as well as to what they require and want from talent (Bethke- Langenegger et al., 2011).

o Continuing current efforts on branding the organisation as the employer of choice and best employer is of crucial value for future skill attraction and retention.

   Employer branding is the base for attracting key talent and leads to value creating effects, but the employer brand is both internal and external, even though employer branding leads to reduced turnover and generating value for both financial and human resource outcomes. The internal brand is equally important, as there needs to be a high focus on internal training and development with clear paths for possibility and growth. There needs to be a positive expansion as perceived by the employee (Vatne, 2014:88).

o Create a focus or advisory group involving stakeholders at all levels to assist with reality checks and feedback on possibilities, as well as obstacles faced prior to implementation, creating an opportunity to attain a diverse view and all round solution to create maximum levels of alignment. Employee involvement ensures buy-in and reduces disengagement risks, which lead to reduced organisational performance.

   The above is reiterated by Alya and Zainal who indicated in 2013 that connecting the employer's perspectives to the views of their employees, lead to financial health, while Cummings & Worley (2009) also stated the importance of alignment of rewards, strategy, and work, as well as employee involvement as part of the organisational design.

o Create a stronger link between the organisational strategy and talent management strategy, as well as execution resulting in a "clear line of sight" between proposed strategy, managerial implementation and employee outcomes.
   Garrow and Hirsch have indicated in their research in 2009, the importance of clear communication regarding talent management processes and that clear communication reinforces employee–employer relationships, which is associated with greater engagement.

- o Continuous regular review of the organisational effort and success at employee level should be employed to ensure that the resources allocated are producing maximum outcomes and these should be in measureable format for employees and management to assess.
- o Outcomes must be quantified with regard to the organisational goals, but also more so with regard to the concepts that contribute to talent management success.
- o Both line management and human resources should be accountable regarding talent management outcomes, and not just implementation with practically measurable outcomes.

The advantage to the organisation will be controlling organisational cost by utilising more effective ways that lead to practical outcomes of strategy implementation. Reducing waste creates increases in the bottom-line of the organisation.

5.21.3   Sub-objective three

A.   Determine the effect of the organisation's effort concerning talent management strategies on the success achieved, based on the views of employees that are field force or those that are office based, on talent constructs identified in literature.

B.   Then derive which talent management constructs are most influential regarding employees that are field force versus those that are office based.

- **The findings of the study were:**
  - **Regarding organisational effort:**

There were noted differences in the views of the field force versus those of office based employees, with the largest difference seen in employee empowerment. The best performing constructs were culture, employee empowerment and performance management, while the constructs that were highlighted by both groups as the weakest values, were career development and managerial support.

  - **Regarding success achieved:**

There were noticeable differences in the views of office based versus field force employees on the constructs of strategic alignment, employee engagement and performance management .The highest performing constructs were culture, employee empowerment as well as performance management. The weakest performing constructs were strategic alignment and career development.

- **Conclusion on findings:**

  It could be derived that office based employees were more positive in their outlook regarding the organisational efforts as well as success achieved, while differences were noted in the views of the field force versus those of office based employees. The largest difference was seen in employee empowerment with regard to organisational effort, while the largest difference with regard to success achieved was seen in employee engagement.

- **considerations and recommendations are**:

It was of interest to note that from an employee involvement point of view, the categories for effort and success indicated employee empowerment as largely part of the higher rated constructs, though not always above 2.5 average. This construct was strongly based on job design (McShane, 2010).

Engagement on the other hand, did not really feature even though it did not seem to be at the bottom of the scale either, but with regard to success achieved it showed the largest difference in views for these two groups.

The fact is that for the studied organisations, neither effort nor success viewed engagement as "upper range of the scale" in the listed constructs concerned.

Holbeche & Mathews (2012) highlighted that even if the correct person is employed in a position, they need to be fully engaged to increase performance. The influence that Kennedy & Daim in 2010 strongly link to engagement is organisational effectiveness.

A recent organisation-wide survey of the studied organisations' employees revealed that employees see "getting things done" as a challenge that is reducing performance abilities.

Anitha (2014) showed that leadership, co-worker relationships, team dynamics, training, career development and compensation are pivotal to the level of employee engagement within organisations.

The major dynamics generally seen as drivers for employee engagement, is career path design and development opportunities (NSH, 2013)

This study was not geared to evaluate elements that underlies field force talent management as such, but suggested that future research could possibly focus on

identifying factors that field force employees regarded as vital to their talent development and management.

In research concluded in the retail industries by Kearney partners' in 2009, it was indicated that field force employees are in need of talent management programs that build on needs of customers as well as employee needs, while organisations indicated that finding quality sales managers was a pressing need.

The Kearney partners and research specified that mentoring field force and setting career paths are among the least successful activities (Bovis et al., 2009).

- Consideration of alternative methods of development needs to be a primary management objective regarding field force employees that are not located close to other jobs to expand skills as part of on the job development and the fact that they travel spending time on the road or flying, thus making even web based training not always suitable due to connectivity issues.

o Development programs for both younger and older employees to ensure engagement throughout employee careers should be considered. This is crucial as vital knowledge is usually engrained in more experienced employees and disengagement at "experience level" is a recipe for disaster.

Organisations tend to focus on new employees or early career employees and often forget to ensure that those employees or those who have been in their workforce for an extended period are also constantly exposed to regeneration and expansion opportunities (Federman, 2009).

o Performance should be based on multiple feedback systems to ensure that the potential of employees are fully realised. Furthermore, the willingness to be part of development and career progression programs should be incorporated into potential assessments.

o Active support for both informal (in-house experience) as well as formal education should be practised. After initiation of the survey, the studied organisation had created some opportunities to rotate into other jobs as well as opportunities to work alongside other skilled individuals, specifically for field force employees. The possible issues related to job rotation for field force employees, was that there had to be considerations regarding the following: 1) How would the territory they were responsible for achieve its sale targets, which might lead to a direct impact on the organisation's pre-set achievement goals. 2) Field force (sales) employees had their remuneration levels strongly linked to sales performance bonus structures and thus rotating to non-sales jobs could affect the sustained viability of ensuring financial security.

o The organisation should consider the use of programs that were already available to promote skills development and then link it back to "in-house experience driven assignments" and possible company projects that could benefit the learner/employee and organisational needs at the same time. Interaction with business schools is needed to link talent needs and future talent gaps with programs provided, as well as continuous assessment of which programs could assist in delivering multifaceted leaders, and which programs could create specialists to drive the organisation's human capital advantages.

o All potential management efforts should be quantifiable in nature and evaluated as well as monitored on a regular basis in terms of practical outcomes seen as valuable to employees.

Employees are the internal customer to the organisation and its human resource systems and thus it could be concluded that "the customer's perception of value" is the objective to satisfy when creating sustainable value adding practices.

5.2.1.4 Sub-objective four

A.   Determine the effect of the organisation's effort concerning talent management strategies on the success achieved, based on the views of employees who are not in management, or those that are in management, on identified talent constructs from literature.

B.   Then derive which talent management constructs are the most influential regarding employees that are employees who are not in management, versus those who are in management.

- **The findings of the study were:**
  - **Regarding organisational effort:**

    Both management and employees showed a difference of medium affect concerning strategic alignment and career development. The highest performing constructs were culture, employee empowerment and performance management. Furthermore, employee engagement, managerial support, strategic alignment and career development were perceived as below the mean of a 2.5 average for both groups. The lowest performing construct for both groups was strategic alignment and career development.

- **Regarding success achieved:**

Differences were viewed in this category in culture, strategic alignment, employee empowerment, employee engagement and managerial support. Only in performance management and career development there seemed to be little differences in perception. The highest performing construct for both management and employees was culture and employee empowerment, while the weakest for both was career development and strategic alignment.

- **Conclusion on findings:**

It could be concluded that, with regard to organisational effort and success, the studied organisation's management and employees reported the largest difference in views on the constructs of strategic alignment and career development, with managerial support interestingly in the bottom three on management's side other than the employee side, but keep in mind that employees' scores were generally lower on constructs which meant that they did not see support as more positive than managers. Both groups indicated career development as the poorest values in their view. This meant that regardless of level, career development seemed to be highlighted as an issue. The issue of engagement also featured again, as discussed under sub-objective three.

- **Considerations and recommendations are:**

  o The organisation in the study was considered a large corporate organisasion, and thus the organisation's recent re-structuring created a flatter management structure resulting in possible hindrance of development and succession planning.

  Larger organisations find it difficult to provide internal career development, especially with tendencies of "flatter" organisational structures, while this issue is exacerbated by careers that have no margins but have become boundary less (Cappelli, 2008).

  o Because the organisation's management structures were more "flattened" in nature, there was limited room to move into more senior roles and opportunities dwindled. The structure also leaned itself to a huge increase in lower management work-loads, resulting in reduced managerial support, which lead to reduced review

opportunities, talent identification and development, as well as less accurate first hand personality assessments based on observations.

McCauley & Broomfield (2010) indicated that line management with low direction increased numbers of frustrated employees.

o In the studied organisation, employees were responsible for the design of their own development plan (Individual Development Plan or IDP). The process of development should not be sifted down by management to employee level, due to the fact that leaders should be extensively involved to ensure unique, hard to copy human resources that were developed to create competitive advantage, as indicated *by Barney (2001*) in the literature.

There are significant challenges with regard to employees managing individual development plans for instance stability, technologies to support, and linking self-development to organisational objectives. There is little known on factors that influence learning, self-development behaviour, organisational and group factors (Caravan et al, 2011).

o Human resource department should be formally incentivized to be involved and assist with people guided activities, such as for example the individual development plan and related talent or potential assessment, identification, as well as management, in order to ensure business unit alignment with human resource strategies based on organisational business strategy additionally, so that training and development are identified beyond the current job scope for future positions.

The term talent management is furthermore defined as not leaving talent development up to the individual but that it should be coordinated by the human resource department as part of their development of human capital. This is contradictory to the latest trend of leaving development up to the employee's initiatives (Garrow & Hirsh, 2009).

o Mentoring, coaching or feedback should not be limited to performance, but should include potential discovery to encourage development mapping as well, at both team and business unit level.

Successful succession planning is based on a well-integrated effort by a team during the mentoring and coaching phases to nurture talent that result in better leadership (Mathenge, 2013). The process and policies should be transparent from initial induction, after   recruitment with clear career paths and competencies

required, coaching and mentoring, and provided that it is evaluated by quantifiable results (Kimani & Waithaka, 2013 as well as Tarique & Schuler, 2010).

o Encouraging the organisation to increase in-house opportunity creation and internal moves where possible, moreover to give employees a path to larger pay, recognition and accountability, while confirming that employees are well prepared for alternative roles, as well as the extra work associated, while ensuring that employees are definitely willing to commit before allocating resources.

Hodges & Smidt in 2013 indicated that" talent management initiatives should include not only the promotion of learning and development plans for internal training, via training departments, mentorship as well as management development, but also career development opportunities. Inclusion of succession planning, 360 degree-feedback, high potential development programs and job rotation, as well as exposure to executive coaching is important."

o There should be continued opportunities created for support education if not available within the organisation, additionally alignment should be pursued with external institutions while creating an environment of understanding and reward for successful course completions.

o Individuals differ in the way they learn and how they retain learning, thus programs should be diverse even within the same team and not one size fit all.
Both formal and informal learning are acutely entrenched in any successful talent management strategy (Dhanabhakyam & Kokilambal, 2014).

Research done by Tarique et al in 2009, showed that development practices or endeavours do not profit all in the same way, thus organisations should appraise for the pre-requisite their potential and personality traits (Tarique& Caligiuri, 2009).

o The organisation should create clear and transparent communication channels, not only regarding performance but also of frequent development discussions at quarterly intervals.

o Managers should be encouraged and coached to adopt a more transformational leadership style to positively impact talent management, as the studied organisation was innovative in nature and collaboration between units, people and functions were of great value to its organisational success. Managerial support should be evaluated on regular basis and outcomes from implemented development initiatives should be assessed on practical successes achieved.

The recommendations for leader's to achieve success in today's rapidly changing environment, is transformational leadership as the style adopted to motivate their employees (Gopal & Chowdhury, 2014).

This perspective has been confirmed by research done by Onyangno in 2015, who confirmed that there is a positive relation between the management of talent and organisational leadership style, especially where transformational leadership perspective is incorporated and innovation is centre to expected growth (Onyangno, 2015).

5.2.1.5   Sub-objective five

Determine the effect of the organisation's effort concerning talent management strategies on the success achieved, based on the differences in views of individuals identified as talent for different periods of time and those not identified as talent based on constructs identified from literature.

- **Study findings**

Differences were noted between different groups of identified talent as well as not yet identified talent.

- **Regarding organisational effort**

The large significant differences on the organisational effort were seen regarding culture, employee empowerment, employee engagement and career development.

- **Regarding success achieved**

The large significant differences regarding success were seen in the constructs of culture, strategic alignment and employee empowerment.

The groups that presented significant large differences regarding different constructs were:

o Based on organisational effort: The groups were (2 and 4); (3 and 4); as well as (1 and 3); and (4 and 3). Please note that the common groups are (4) and (3).
o Based on success achieved: The groups were (2 and 4); (3 and 4); as well as (1 and 4). Please note that the common group was (4).

- **Conclusion of finding:**

Overall it could be seen that the groups appearing in both organisational efforts as well as success achieved showing a large significant difference, were groups (2 and 4), as well as (3 and 4).

Culture, employee empowerment and employee engagement showed some large differences in the effort categories, while culture, strategic alignment and employee empowerment showed some significantly different values in the success category, while additionally employee engagement showed significant differences only on the effort category with regard to the above groups.

Employees identified as talent for 5 years and longer indicated the highest value differences for the constructs of the survey**.**

- **Considerations and Recommendations:**

One of the organisations driving values promotes innovations and entrepreneurial behaviours, which are seriously disadvantaged should employee engagement be affected in any manner.

Gigochi in 2014 indicated that innovation and creativity is founded on engaged employees (Gigochi, 2014)

Lanani, 2014 showed that talent management is seen as central to engaging employees and the organisation's ability to successfully address both these factors, will determine long-term sustainability.

o The studied organisation should increase efforts to engage and manage its talented individuals, due to its customer focused as well as innovation approaches, to mention but two, and furthermore keeping in mind not just on product level, but in the way employees approach and execute their activities daily.

Anitha (2014) indicated that close attention should be paid to employee skills, knowledge and talent, and furthermore that if there is a strong link between talent and strength awareness, it drives performance and engagement.

- o Possible career potential and associated personality evaluations, both formal and informal, could be employed to ensure that career goals remain realistic and driven towards employee strengths and ultimately business profits.
- o Career development programs with plans which are clearly stipulated form entry to future positions should be implemented. Processes should be transparent with a clear career path design with references to the skills gaps and abilities for potential candidates, as well as indications of recommended coaching and mentoring that is available.

  Career mapping and required skills requirements regarding pivotal positions should be laid out, and encouragement of skills attainment relating to those positions, should be encouraged.

  Enthusiastically preserving relationships and engaging individuals throughout their careers can turn an organisation's inactive talent into active talent (Deloitte: Global Human Capital Trends, 2014).

  Simlansky (2006) indicated that critical jobs should be identified, potential must be assessed, the silo effect of business units must be reduced, and managers must be developed.

- o Formally identify talent potential and direct career goals with regard to potential.

  Research done by Campbell, also reiterated by this literature study, showed that talented individuals place a high favour on formal identification, and it has been shown that 17% of employees in a formal identification setting contemplate leaving their organisation, while this number doubled to 33 in settings where informal identification is used. Furthermore employees seen as high potentials, expect development, and are definitely more devoted and engaged if they have a distinct career path layout (Campbell. 2014).

- o Talent identification and development which is embedded largely in performance, leads to inclusion of only high performers.
  Federman (2009) already showed during research that performance in a current position cannot necessarily be linked to future performance in a different position, thus the need for exposure to different skills and experiences are strongly advised. Lock wood emphasised that organisations should show deep appreciation for contributions at all levels, as this propels the organisation towards its strategic objectives.

- o As mentioned earlier, after the initiation of this study survey, the field faculty development opportunities were created for field force. It was created by the training

department, but the limitation with regard to this opportunity was that it was limited to activities within the training department and only 5 individuals in RSA and Namibia were chosen. However there are no learner-ships available to field force for product management , key account management, regional key account management , or sales management for example, or any other middle management positions to mention but a few.

o Ensure development for all employees with potential and not just performers.
Federman stated in 2009 that the trend that only includes employee's stars in succession planning results in the exclusion of the majority of other employees and cannot be successful, as current performance status does not predict future performance. This thinking often results in a sort of "tunnel vision method", where the employee that is given the opportunity for promotion is the employee that has been a performer in one area of the business.

o Furthermore, there is the issue surrounding limited availability of learner-ships for development, which exposes the organisation to risk should they internally promote, as they will be promoting with limited or without experience. This could be a cause for concern as it might have the potential to create frustration for employees, as experience is almost always a requirement to advance. The result could be turnover which result in cost to company.

Yarnall (2011) presented the view that organisations should be more involved in control of their talent management process, specifically regarding development and progress via a more planned approach (Yarnall,2011).

o Suggestion to the organisation is to measure all managers on mentoring or coaching aspects of their job to learner-ship/internship candidates and not just to subordinates. Place a time period or time frames on their coaching time, e.g. 1 individual per 2 year cycle, and by placing talent or potential in these assisting positions, will increase motivation and reduce differences, that was seen in the constructs as shown in the survey. This should increase associated commitment and engagement, which ultimately results in sustainable competitive performance for the organisation. The other advantage associated with these learner-ships, is that the manager might have access to an "assistant" to reduce his/her already overloaded work burden.

o At organisational level there is a case to be made for talent management officers.
Tarique and Shuler (2012) indicated it is vital for a multinational organisation, not only to have a chief global talent management office (CTMO), but also to have

devoted persons to assist in the synchronization of global wide talent management practices.

The researcher suggested having talent representatives in every country, as regions differ in their talent needs and development needs differ per country. South Africa for example, is reasonably unique in its practices of broad based black economic empowerment, labour action crises, and education challenges. Talent management is more specific than just a general human resource approach and thus the need for a talent specialist.

Furthermore, it can be derived from the literature that talent pipelines that create sustainable competitive advantage are vital to organisations such as pharmaceutical organisations, due to their knowledge based nature. Managing these pipelines rigorously and with a strategic vision is vital to future organisational advantage over rivals in the industry.

5.3   SUB SUMMARY

Culture, employee empowerment, as well as performance management, are the stronger performing constructs but not always above the average of 2.5 though.

Culture is the foundation of knowledge based organisations, while employee empowerment is the way to keep people accountable and performance linked.

However caution with regard to performance should be exercised when used as talent indicators as highlighted by research done by Wellins in 2009, which clearly indicated that there should be no misperception that potential or performance or readiness are the same things, because they are not.

Career development, managerial support and strategic alignment were the weakest constructs in almost all for both organisational effort and success categories. Engagement seldom featured in the top constructs and which is concerning, as employee engagement is a driver for performance and very strongly based on development.

Managerial support, especially direct/line manager support and skill sets, are major contributors to employee wellbeing and a key force in employee engagement. Increased levels of engagement could be linked to organisations clearly communicating talent

management initiatives, processes and possible outcomes, which result in increased commitment and engagement.

Engaged employees become ambassadors of the organisation, increasing the studied organisation's "preferred employer to work for branding", which might lead to an organisational brand that attract employees with quality skills. Talented employees stimulate and enhance value. The factor to keep on top of one's mind is that external branding is important, but that internal branding is what drives retention.

5.4 PRIMARY OBJECTIVE

The primary objective of this study was to investigate the effects of talent management strategies implemented on the success achieved, as viewed by employees at diverse levels within a South African pharmaceutical organisation.

The actual approaches and activities used to manage human resources, as well as systems that are used during talent management, fell outside the scope of this study, as this is a bottom-up view of day-to-day outcomes seen by employees and not a top-down implementation view.

The organisation used in this study, had been named top employer in the pharmaceutical industry at large for consecutive years with high scores on human resource systems, such as work force on boarding, talent strategy, learning and development, performance management, leadership development, career and succession management, compensation and culture.

This research was concluded in the South African division of the abovementioned organisation and not globally, while the study's focus was on talent management only.

The study highlighted that there was difficulties regarding alignment of the organisational strategic efforts versus the successful daily implementation of these strategies at employee level, in relation to constructs, such as organisational culture, strategic alignment, performance management, employee empowerment, employee engagement, managerial support and career development.

Furthermore, the study's results regarding talent management indicated that culture, performance management, and even employee empowerment (though not always at an average of 2.5), were more effectively pulled through to the employee level, while employee

engagement, career development, managerial support and strategic alignment were not seen as clearly at employee level regarding talent management. Even though a talent strategy was present, there was lack of a career path mapping and career development, as this construct was seen as the bottom two in almost all the evaluations, and indicated by literature as vital to promote employee engagement for future performance.

The organisational culture with regard to the study population was overall the better performing construct with most values above 2.5 on both organisational effort and success achieved categories. This could be the positive aspect which the organisation could utilize to approach the other constructs in talent management as Lockwood (2006*) directed that organisational culture is essential in modelling performance*, *values, attitudes, and engagement* (Lockwood, 2006).

From a strictly strategic view, "*Culture eats strategy for breakfast"* is a phrase by Peter Drucker made famous by Mark Field, president at Ford. This did not indicate altering standards, but rather that it was important to consider culture in the setting of the strategy, business model, brand positioning, and more-over, the abilities needed to permit and strengthen organisational success.

In the literature talent management has shown a strong link to definite top management buy-in and cultures that are learning and knowledge minded. Organisational performance is more and more dependent on the human factor which highlights the importance of talented individuals.

"…Talent management practices with a strong focus on corporate strategy and its alignment with overall corporate goals, have a statistically higher significant impact on corporate profit, one that is greater than that of any other focus of talent management practices. Furthermore, the extent to which changes in the corporate environment evoke a particular talent management response shows that talent management is finally all about making business strategy work…. The strong impact on organisational outcomes that companies which excel in talent management strategy show" (Bethke-Langenegger et al., 2011).

Additionally the study results indicated that there was a difference between the employees' and managements' views, as well as those of field force versus office based employees, and additionally individuals identified as talent for different lengths of time and those not yet identified. It should be kept in mind that the current research did not measure the

management's intent, but rather the perceived input versus the outcomes as viewed by the employees.

It was clear that the organisation in this study population was viewed as inserting more effort into their talent management strategies at employee level than they are realizing, resulting in a definite mismatch, calling for further investigation as to factors driving and hampering alignment.

The organisation will in future need to ensure that elements that form the base and move their input versus outcomes alignment specifically at employee level, for these constructs could be measured and monitored to achieve business goals.

Keeping in mind that business in general may have an inclination to be aspiring and not always intent on realities that are highly dependent on the organisations people/employees' skills and abilities, regular reviews are recommended to assess the organisational strategic effort implemented, versus the daily success of these strategies, in order to ensure that resources allocated are producing maximum outcomes at the areas that they were intended to be, and not generally.

Moczydlowska in 2012 stated that creating an organisation where employees have prospects for self-actualisation, should lead to an attentive culture that reaps organisational results.

To drive organisational performance, well-known employer brands focus on employee commitment, employee engagement, employee enablement, supportive environment, optimisation of employee roles, employee performance, as well as financial success and customer satisfaction.

Psychology is presented as the link between organisational performance and human resource management (Dries, 2013), and that capabilities of high potentials should be assessed in order to identify solid performers with high potentials and not just be based on top performers as potentials only, as suggested by Simlansky (2006).

The following suggestion, as adapted from Green, Maxwell and Watson (2008), refers:

- CEO and executive commitment,
- Align talent management at all levels with strategic goals,
- Establish talent assessment in terms of potential (formal and informal),

- Data management and analysis systems (Human resources systems are effective and driving employee as well as organisational human resource outcomes). Conduct an audit of all human resources based on evidence based best practises and perceptions at employee level,

- Human resources active involvement in development plan design, career management and talent recognition at employee level,

- Transparency and clear communication regarding potential and advancement by all involved in management of employees with potential,

- Clear line management accountability and human resource co-management at employee level (not collaboration but direct involvement with employees).

Organisational outcomes, such as culture, that is sustainable and strong, as well as increased operational excellence with better market access, is the result of strong talent management competence (Bethke- Langenegger et al., 2012).

5.5   SUMMARY AND CONCLUSION

The study assessed the alignment of talent strategies employed by the organisation and the observed success achieved via a survey to all level employees to ensure a diverse view on all constructs.

The studies revealed that there was no alignment between the organisational efforts and the success achieved via the effort. There were also differences among the views of office staff versus field force employees, as well as management versus those of non-management employees, including identified and not yet identified talent.

Thus the conclusion derived from this study was that the effect of talent management strategies in a South African pharmaceutical company showed that the organisational effort with regard to talent strategies did not necessarily result in outcomes associated with those efforts. This indicated that the talent objective did not transfer into a practically observable outcome of perceived value to the employee. However, though the organisation did have talent management practices in place, there seemed to be no consensus as to the clarity on the alignment, based on constructs associated with talent management and observed expected outcomes.

Alignment of input and outcomes are vitally important for successful performance and sustainable future skills that lead to competitive advantage.

5.6   STUDY LIMITATIONS

The following factors were potentially limiting to this research:

- The non-randomized research methods used prevented generalization to the pharmaceutical industry within South Africa and limited the study to the views within one organisation, and more specifically to the study population, but it could serve an indicative role of what may be found in future randomized research that could be generalized;
- Over-reliance on overseas based literature and information;
- Time limits placed on the study restricted the evaluation of the target group to a single point in time and does not lean itself to continuous evaluation;
- Ensuring that all constructs have Cronbach alpha's of above 0,7; and
- Increase the validity even more via factor analysis to ensure all constructs that had 1 factor outcomes.

5.7   SUGGESTED FUTURE RESEARCH

o Investigating the factors that influence culture on talent management in the pharmaceutical environment in South Africa,

o The factors that influence strategic alignment of talent strategies with the outcomes achieved within the pharmaceutical industry in South Africa,

o How central is talent management with regard to human resource management core strategies in the pharmaceutical industry in South Africa?

o How can executive management address miss-alignment of talent management strategies with core proposed strategies?

o The effect of poor alignment of talent management strategies and core organisational objectives on business sustainability,

o What does successful talent management's strategic alignment in the pharmaceutical industry in South Africa possibly look like?

o What is an effective talent management strategy for field force employees: How does it differ from office based employees in an organisation driven by sales targets?

o How does a matrix organisation structure affect talent management in a sales driven environment, such the pharmaceutical industry in South Africa,

- Investigate talent management practices and outcomes in field force employees in a South African pharmaceutical organisation.

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Table 1 Cronbach Alpha coefficient values

Constructs	Question number	Raw
Culture	1 to 4	0.73
Strategic alignments	5 to 9	0.88
Performance management	10 & 11	0.51
Employee Empowerment	12 to 15	0.82
Employee Engagement	16 to 20	0.79
Managerial support	21 to 25	0.74
Career development	26 to 29	0.77

Cronbach Alpha preferred 0.07

Table 2   Factor Analysis values

Construct	N	MSA	Number of factors	Variance explained %	Communalities varies between
Culture	228	0.58	2	85%	0.79 and 0.89
Strategic alignment	231	0.66	1	62	0.53 and 0.70
Performance management	231	0.5	1	67	0.67
Employee empowerment	231	0.75	1	68	0.50 and 0.78
Employee engagement	231	0.67	1	55	0.42 and 0.75
Managerial support	230	0.67	2	74	0.65 and 0.86
Career development	230	0.77	1	60	0.53 and 0.67

Table 3 Statistical data on Individual information frequencies

Question number	Question 1-6 Background	Results
	DEMOGRAPHICS INFORMATION	
1	**Are you currently office based or field force**	**%**
	Office	38.1
	Field	61.9
2	**what is your age at your last birthday**	**Years**
	Average/mean age	40 years
	Age range	29-58
3	**Gender**	**%**
	Male	15.58
	Female	84.42
4	**How long have you been employed at company**	**%**
	2-5years	44.16
	>5years	55.85
5	**what position level do you currently hold**	**%**
	Employee	87.01
	middle management	8.23
	senior management	4.76
	combined management	13%
6	**What is your highest qualification**	**%**
	Diploma	17.32
	Bachelor	67.53
	Honors	12.55
	Masters	2.6

Table 4 Demographics on Talent Orientation

Question Number	Question 7- 16 Focused on Talent Orientation	RESULTS IN %	
		Negative%	Positive %
7	**See myself as talent**	**1.73**	**98.27**
8	**Identified as talent**	**17.32**	**82.26**
	Time in years are:		
	Not yet	17.32	
	1-2years	50.65	
	3 years and more	31.61	
9	**Are you willing to accept greater responsibility in next year**	**7.76**	**92.1**
10	**Do you believe you can lead others**	**1.3**	**98.7**
11	**I want to be part of a development program**	**10.83**	**89.18**
12	**I would consider to develop my career**		
	Job rotation	**32.02**	**67.98**
	Redeployment	**40.09**	**59.91**
13	**I would prefer being**		
	Formally developed	**17.03**	**82.97**
	Informally developed	**45.7**	**54.3**
14	**I would prefer to geographically stay in same area**	**12.55**	**87.45**
15	**I believe I will achieve my career goals from current job**	**48.05**	**51.95**
16	**Go to other company**	**3.03**	**96.97**

Table 5 Descriptive statistic's and Cohen's effect sizes on alignment of organisational effort vs. views on success achieved

Construct	N	Mean	Std	Mean diff	Std diff.	p-value	d-value
Culture- (E)	231	2.75	0.51				
Culture (A)	231A	2.26	0.49	0.48	0.44	<0.05*	0.94▪▪
Strategic alignments (E)	231	1.99	0.56				
Strategic alignments (A)	231	1.5	0.54	0.49	0.61	<0.05*	0.88▪▪
Performance management(E)	231	2.62	0.46				
Performance management(A)	231	1.88	0.46	0.74	0.42	<0.05*	1.6▪▪
Employee Empowerment (E)	231	2.52	0.57				
Employee Empowerment (A)	231	2.23	0.55	0.3	0.36	<0.05*	0.53▪
Employee Engagement (E)	231	2.07	0.46				
Employee Engagement(A)	231	1.74	0.5	0.34	0.5	<0.05*	0.73▪
Managerial support (E)	231	2.04	0.45				
Managerial support (A)	231	1.71	0.43	0.33	0.53	<0.05*	0.73▪
Career development (E)	230	1.88	0.54				
Career development (A)	230	1.57	0.49	0.32	0.5	<0.05*	0.59▪

Table 6 List of constructs of both organisational effort and success achieved as viewed by employees in descending order.

	Organisational effort	Success achieved
Top performing construct	Culture (2.75)	Culture (2.26)
	Performance Management(2.62)	Employee empowerment (2.23)
	Employee Empowerment (2.52)	Performance management (1.88)
	Employee Engagement (2.07)	Employee engagement (1.74)
	Managerial Support (2.04)	Managerial Support (1.71)
	Strategic Alignment (1.99)	Career development (1.57)
Lowest performing construct	Career development (1.88)	Strategic Alignment((1.50)

Table 7 – Descriptive statistics and effect sizes on the <u>organisational effort</u> on talent constructs as observed by office based personnel versus field force personnel.

Construct Identified	Group	N	Mean	Std	p- value	d –value
Culture	O	88	2.78	0.5		
	F	143	2.73	0.52	0.46	0.10
Strategic alignments	O	88	2.12	0.58		
	F	143	1.91	0.54	< 0.05*	0.35
Performance management	O	88	2.67	0.51		
	F	143	2.58	0.43	0.18	0.17
Employee Empowerment	O	88	2.71	0.53		
	F	143	2.41	0.57	< 0.05*	0.53▪
Employee Engagement	O	88	2.11	0.45		
	F	143	2.05	0.47	0.29	0.14
Managerial support	O	88	2.1	0.52		
	F	143	2.01	0.39	0.16	0.17
Career development	O	88	1.96	0.52		
	F	143	1.84	0.55	0.08	0.23

Table 8- List of organisational effort as views by office and field force personnel in descending order

	Office based	Field based
Top performing construct	Culture (2.78)	Culture (2.73)
	Employee Empowerment (2.71)	Performance management (2.58)
	Performance management (2.67)	Employee Empowerment (2.05)
	Strategic Alignment (2.13)	Employee Engagement (2.05)
	Employee Engagement (2.11)	Managerial Support (2.01)
	Managerial Support (2.1)	Strategic Alignment (1.91)
Lowest performing construct	Career development(1.96)	Career development(1.84)

Table 9- Descriptive Statistics and Cohen's Effect sizes on views of office based versus field based personnel on achieved success on talent constructs.

Construct Group	Group	N	Mean	Std	p- value	d –value
Culture	O	88	2.39	0.47	< 0.05*	0.44
	F	143	2.18	0.48		
Strategic alignments	O	88	1.74	0.62	< 0.05*	0.63▪
	F	143	1.35	0.42		
Performance management	O	88	2.03	0.45	< 0.05*	0.54▪
	F	143	1.78	0.43		
Employee Empowerment	O	88	2.38	0.48	< 0.05*	0.44
	F	143	2.13	0.57		
Employee Engagement	O	88	1.94	0.52	< 0.05*	0.64▪
	F	143	1.61	0.45		
Managerial support	O	88	1.84	0.46	< 0.05*	0.42
	F	143	1.64	0.39		
Career development	O	88	1.71	0.53	< 0.05*	0.44▪
	F	143	1.48	0.44		

Table 10- List of constructs concerning the organisational success achieved as viewed by employees that are office based versus field force ranked in descending order

	Office based	Field employees
Top performing construct	Culture (2.39)	Culture (2.18)
	Employee Empowerment(2.38)	Employee empowerment (2.13)
	Performance management(2.03)	Performance management(1.78)
	Employee Engagement(1.94)	Managerial Support (1.64)
	Managerial Support (1.84)	Employee Engagement (1.61)
	Strategic Alignment (1.74)	Career development (1.48)
Lowest performing construct	Career development (1.71)	Strategic Alignment (1.35)

Table 11 - Descriptive statistics and Cohens effect sizes on organisational effort of both employees (E) and management (M)

Construct Identified	Group	N	Mean	Std	p- value	d –value
Culture	E	201	2.74	0.48	0.55	0.11
	M	30	2.81	0.69		
Strategic alignments	E	201	1.94	1.87	0.02*	0.45
	M	30	2.28	2.00		
Performance management	E	201	2.63	0.44	0.39	0.16
	M	30	2.5	0.58		
Employee Empowerment	E	201	2.49	0.58	0.03*	0.42
	M	30	2.73	0.52		
Employee Engagement	E	201	2.06	0.47	0.22	0.21
	M	30	2.16	0.40		
Managerial support	E	201	2.04	1.98	0.96	0.01
	M	30	2.04	1.88		
Career development	E	201	1.89	0.54	0.78	0.52▪
	M	30	1.86	0.57		

Table 12- The comparison on organisational effort as viewed by employee vs. management ranked in descending order:

	Employees	Management
Top performing construct	Culture (2.74)	Culture(2.81)
	Performance Management(2.63)	Employee empowerment(2.73)
	Employee Empowerment(2.49)	Performance management(2.5)
	Employee Engagement(2.06)	Strategic alignment(2.28)
	Managerial Support(2.04)	Employee Engagement(2.16)
	Strategic Alignment(1.94)	Managerial support(2.040)
Lowest performing construct	Career development(1.89)	Career development(1.86)

Table 13 - Descriptive statistics and effect sizes on the views of employees and management *success achieved*

Construct Identified	Group	N	Mean	Std	p- value	d –value
Culture	E	201	2.22	0.44	< 0.05*	0.52▪
	M	30	2.57	0.66		
Strategic alignments	E	201	1.42	0.44	< 0.05*	0.70▪
	M	30	1.98	0.80		
Performance management	E	201	1.86	0.44	0.12	0.30
	M	30	2.01	0.53		
Employee Empowerment	E	201	2.18	0.54	< 0.05*	0.65 ▪
	M	30	2.53	0.47		
Employee Engagement	E	201	1.69	0.46	< 0.05*	0.52▪
	M	30	2.03	0.66		
Managerial support	E	201	1.68	0.37	0.02*	0.45
	M	30	1.97	0.63		
Career development	E	201	1.54	0.44	< 0.05*	0.32
	M	30	1.76	0.69		

Table 14- The comparison on success achieve as viewed by employee vs management ranked in descending order.

.	Employees	Management
Top performing construct	Culture (2.22)	Culture(2.57)
	Employee empowerment (2.18)	Employee empowerment (t2.53)
	Performance Management(1.89)	Employee Engagement (2.03)
	Employee Engagement (1.86)	Performance Management (2.01)
	Managerial Support (1.68)	Strategic alignment (1.98)
	Career development (1.42)	Managerial support (1.97)
Lowest performing construct	Strategic alignment (1.42)	Career development(1.76)

Table 15 Tukey post hoc analysis and Cohens effect sizes for organisational effort

Organisational Effort					ANOVA		Tukey significance and d - value			
Constructs	Group	N	Mean	Std	F- value	p value	Group			
							1	2	3	4
Culture	1	40	2.95	0.37	13.2 (3;226	<0.05*		0.50▪	0.84▪▪	0.22
	2	117	2.75	0.44			None		0.52▪	0.66▪
	3	47	2.42	0.63			*	*		1
	4	26	3.05	0.46			None	*	*	
Strategic alignment	1	40	2.09	0.69	13.7 (3;226)	<0.05*		0.25	0.43	0.68▪
	2	117	1.91	0.5			None		0.26	1.28
	3	47	1.79	0.49			*	None		1.57
	4	26	2.55	0.38			*	*	*	
Performance management	1	40	2.74	0.51	5.78 (3;226)	<0.05*		0.22	0.62▪	0.1
	2	117	2.62	0.39			None		0.41	0.38
	3	47	2.4	0.54			*	*		0.71▪
	4	26	2.79	0.43			None	None	*	
Employee Empowerment	1	40	2.73	0.71	11.96 (3;226)	<0.05*		0.36	0.66▪	0.33
	2	117	2.47	0.49			*		0.4	1.01▪
	3	47	2.26	0.54			*	None		1.31▪
	4	26	2.96	0.42			None	*	*	
Employee Engagement	1	40	2.25	0.69	8.53 (3;226)	<0.05*		0.36	0.50▪	0.17
	2	117	2	0.39			*		0.15	0.95▪
	3	47	1.94	0.36			*	*		1.19▪
	4	26	2.37	0.3			None	*	*	
Managerial support	1	40	2.24	0.74	3.13 (3;226)	0.026		0.33	0.31	0.24
	2	117	1.99	0.37			*		0.03	0.18
	3	47	2	0.36			None	None		0.16
	4	26	2.06	0.2			None	None	None	
Career development	1	39	2.13	0.72	7.4 (3.225)	<0.05*		0.35	0.7	0.14
	2	117	1.88	0.46			*		0.50▪	0.33
	3	47	1.63	0.51			*	*		0.80▪
	4	26	2.03	0.42			None	None	*	

Note: Significant at level 0.05* according to Tukey's post hoc test

Please note that values above the diagonal of the matrix are Cohen's effect sizes and those under the diagonal indicate statistically significant differences between groups, according to Tukey's post hoc tests (diagonal is indicated by colour blocks).

- ▪ *Medium effect in practice*
- ▪▪ *Larger effect in practice and also practically significant*

Table 16 Tukey post hoc test and Cohen's effect sized for success achieved

Organisational Success Achieved					ANOVA		Tukey significance and d -value			
Constructs	Group	N	Mean	Std	F-value	p -value	Group			
							1	2	3	4
Culture	1	40	2.29	0.49	6.39 (3;226)	<0.05*		0.09	0.28	0.65▪
	2	117	2.24	0.38			none		0.21	0.80▪▪
	3	47	2.11	0.64			none	none		0.80▪▪
	4	26	2.61	0.46			*	*	*	
Strategic alignment	1	40	1.36	0.61	6.13 (3;226)	<0.05*		0.18	0.17	0.88▪▪
	2	117	1.49	0.44			none		0	0.97▪▪
	3	47	1.47	0.65			none	none		0.65▪
	4	26	1.89	0.44			*	*	*	
Performance management	1	40	1.89	0.33	2.98 (3;226)	<0.05*		0.09	0.16	0.59▪
	2	117	1.85	0.48			none		0.08	0.57▪
	3	47	1.81	0.5			none	none		0.62▪
	4	26	2.12	0.41			none	*	*	
Employee Empowerment	1	40	2.44	0.53	9.32 (3;226)	<0.05*		0.54▪	0.68▪	0.28
	2	117	2.15	0.5			*		0.2	0.88▪▪
	3	47	2.03	0.59			*	none		0.93▪▪
	4	26	2.59	0.47			none	*	*	
Employee Engagement	1	40	1.78	0.58	3.29 (3;226)	<0.05*		0.16	0.17	0.39
	2	117	1.69	0.41			none		0.02	0.66▪
	3	47	1.68	0.68			none	none		0.54▪
	4	26	2.01	2.01			none	*	*	
Managerial support	1	40	1.64	0.46	0.67 (3;226)	0.57		0.23	0.19	0.16
	2	117	1.74	0.36			none		0	0.09
	3	47	1.74	0.55			none	none		0.06
	4	26	1.71	0.38			none	none	none	
Career development	1	39	1.6	0.55	1.89 (3.225)	0.13		0.07	0.23	0.26
	2	117	1.56	0.42			none		0.16	0.39
	3	47	1.46	0.59			none	none		0.50▪
	4	26	1.74	0.47			none	none	none	

Note: Significant at level 0.05 according to Tukey's post hoc test

Please note that values above the diagonal line of the matrix are Cohen's effect sizes and those under the diagonal indicate statistically significant differences between groups, according to Tukey's post hoc tests (diagonal is indicated by colour blocks).

- ▪ *Medium effect in practice*
- ▪▪ *Larger effect in practice and also practically significant*

APPENDIX 2 MODELS REVIEWED FOR CONSTRUCT IDENTIFICATION

Summary of Models/Frameworks for talent management and retention:

The following section reviews 7 models as found in the literature that the researcher viewed as relevant to the current research objectives to be achieved.

<u>1 Model of Lepak and Snell (Lepak et al., 1999, 2002)</u>

This model reasoned that human capital is categorized based on 2 scopes

- Uniqueness;
- Values.

Uniqueness refers to difficulty of replacing individuals ensuring copying by competitors are difficult at best.

Value the contribution individuals make to the core proficiency resulting in competitive advantage.

Within this model there are 4 factors each differently characterized and indicative of different HR effects (Lepak et al., 1999).

Uniqueness	HIGH	Quadrant 4 Alliances/ partnerships Collaborative –based HR Configuration	Quadrant 1 Knowledge –Based Employment Commitment- Based HR Configuration
	LOW	Quadrant 3 Contractual work arrangements Compliance- Based- HR Configuration	Quadrant 2 Job-Based Employment Productivity – Based HR Configuration
		LOW	HIGH
		Strategic Value	

The above adapted from: Lepak, D.P. & Snell, S. A. 1999. The Human Resource Architecture: Toward a Theory of human capital allocation and development. Academy of management Review. 24(1) 31-48.

Lepak and Snell (2002) stated that there are peripheral and core or so called low versus high skilled individuals. These grading's depend on the set of critical skills the individual has, and how important these critical skills are to the organisation's success.

<u>Lepak and Snell</u> is a model that is applied in SHRM (strategic human resource management)

- The first supposition of this model as that people is crucial to organisational performance and ultimate success;
- The second supposition of the models is that the organisation can utilise several different methods to enable people to improve organisational success;
- The third assumption of this model is that it relays to human resource locations and functions that are located in diverse places in the organisation.
- The third supposition of this model is that, in order to provide multifaceted human resource management design, HR needs to ensure that the four major roles (strategic partner, change agent, administrative expert and employee champion) function in an actual and well-organised way.
- The fourth assumption of this model is that it relays to human resource locations and functions that are located in in diverse places in the organisation.

<u>2. People Equity Framework (Schiemann**, 2009**)</u>
In organisations where people play a key role in delivering value, Ppople equity is critical.

People equity consists of three elements (ACE):

- Alignment - clearness of strategy and the "line of sight" orientation of the values based on the harmonization of the functions that create value for the customers;
- Capabilities - the knowledge and skills required to meet customer needs with resources and adequate information;
- Engagement - commitment and satisfaction of employees and their willingness to go the extra mile and advocate the organisation.

  The drivers of these elements include:

- Human resource systems - performance management, recognition, rewards, acquisition and development of talent;
- Process and technologies - operational effectiveness and knowledge management via information use;
- Innovation - creativity, idea generation and adaptability;
- Structure - adequate staff with cross functional flow of information, silos that are functional;
- Unique Strategy factors - prioritize organisational strategies.

The Enablers include

- Supervision (immediate supervisor);
- Leadership (align managers with strategy);
- Direction and strategy (strategy gets integrated into operational plans for business units);
- Organisational values (culture that has been developed over time).

3. Integrated Talent Management Model.
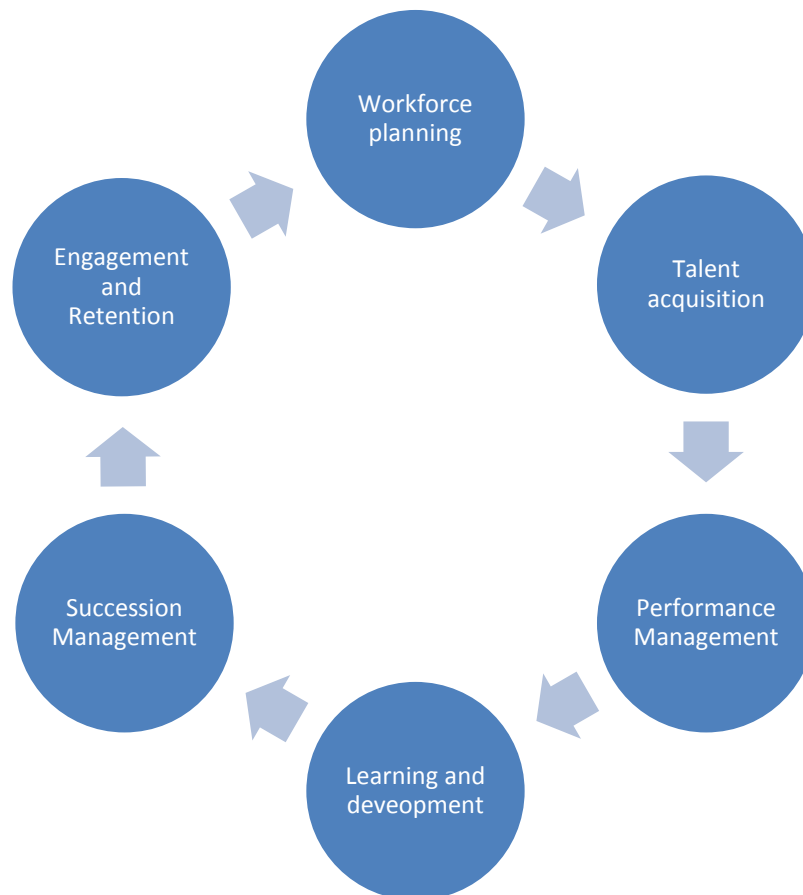
(Adapted from: Hodges Detuncq, T & Schmidt. 2013. American Society for training and Development: Human Capital –Examining integrated talent Management. September)

According to Hodges Detuncq et al. (2013), the integration model focusses on six core elements. Although strategy and talent management functions might be well aligned, the link between both of them and the business results remain difficult to determine. The implementation of talent management score cards can assist the business in its alignment with the organisation's strategic views and objectives. Furthermore they recognize three scorecard levels, namely Macro–organisational, Macro-functional, as well as Micro–initiatives scorecards. Implementation of talent management score cards can assist the

business in its alignment with the organisation's strategic views and objectives. These Macro- and Micro-scorecards show the alignment of talent management teams' outcomes with that of business strategy, lead to achievement of business objectives (Hodges Detuncq et al., 2013).

Talent initiative should include:

- Planning the workforce via the identification of key transitional roles (movement from junior level to senior level) and actions associated with each role;
- Acquisitions, for key roles internships and college recruiting;
- Performance reviews that include quarterly reviews as well as annual reviews, individual development plans, performance improvement plans;
- Full promotion of learning and development plans, internal training via training department, mentorship as well as management development, but also career development opportunities;
- Inclusion of succession planning, 360 degree-feedback, high potential development programs, and job rotation, as well as exposure to executive coaching;
- Constantly ensuring employee engagement and retention, employee resource groups, recognition programs, and initiatives that promote diversity (Hodges et al., 2013).

The critical scorecard success factors identified:

- Early start for meaningful and concise information;
- Begin with end goals in mind to complete successfully;
- State other influences;
- When isolating and converting, be conservative;
- Management should be involved as well;
- Educate all stakeholders on all elements of score cards;
- Communicate using the scorecard regarding the value of integrated talent management and initiatives and measure accountability of talent management team
(Hodges et al., 2013).

5. Strategic Talent Management Model:

```
┌─────────────────────────────────┐      ┌─────────────────────────────────┐
│ Differentiated Human Resource   │      │ Outcomes                        │
│ Architecture                    │      │                                 │
└─────────────────────────────────┘      └─────────────────────────────────┘
```
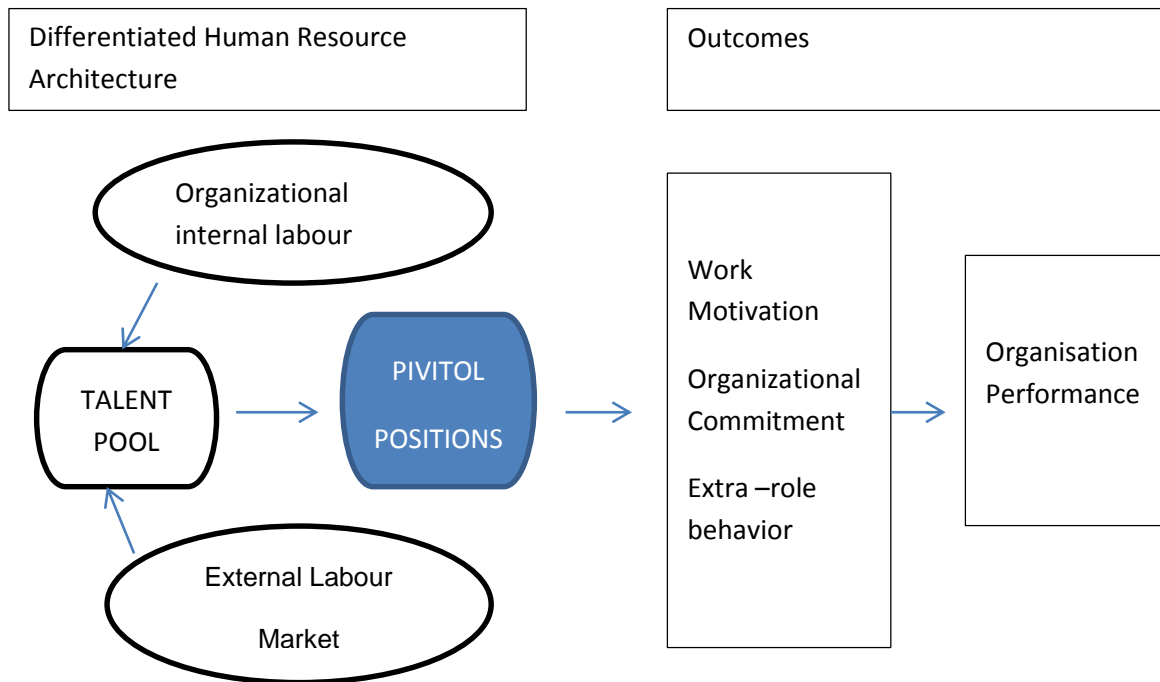

Adapted from: Ortlieb, R. & Sieben, B. (2012) How to safeguard critical resources of professional and managerial staff: exploration of taxonomy of resource retention .The international journal of Human Resources. 23(8): 1688-1704.

Ortlieb and Sieben (2012) developed the taxonomy of five talent retention strategies associated with the level of criticality of the employees' competencies. In this study, the criticality of the competencies was defined by the human resource managers of the companies analysed.

Thus, two competencies emerge:

- proficiencies associated with internal knowledge of the company (technical skills, leadership, or knowledge of aspects of the product or process);
- proficiencies associated with external knowledge of the consumer market, and negotiation with other stakeholders.

<u>Talent retention strategies are mentioned below</u>

<u>Incentives</u> (monetary and non-monetary): salary increases and variable remuneration, responsibilities and career opportunities.

<u>Norms and values:</u> involvement with the company's objectives, and a sense of belonging.

Ortlieb used a model to secure vital resources and to retain them while not relying on current employees, but to replace employees while at the same time retaining vital resources. The model was developed within the compliance theory (Etzioni 1975), as well as the RDT of Pfeffer and Salanik (1978).

In the research three retention strategies were proposed:

- Retention though incentives;
- Retention through norms and values;
- Retention through coercion.

    From the RDT framework two extra strategies were incorporated:
- Recruitment of new professionals and managers;
- Knowledge management.

The model views the organisations' internal as well as their external resources. It changes the angle and creates extra scope for efforts of strategic nature aimed at retention of resources that is within the control of managers and other professionals.

<u>6. Value talent framework (VTF) - a human capital framework (CIPD)</u>

Sustainable business performance can be assessed by combining human capital analytics with diagnostic assessment. It has produced the Valuing Talent Framework (VTF) mainly used as a tool for diagnostic purposes. Four value drivers are the base or core of the model, such as inputs, activities, outputs and outcomes, to give insight relevant to strategy and the business model (Hesketh, 2014).

The value drivers apply in varying degrees to the functions of finance, strategy and operation that are linked to elements of human capital, such as human capital operations, human capital development, human capital analytics and integration of human capital, as well as reporting.

Even though this will differ from industry to industry, the frame can be used as a filter to see the result of these combinations of value drivers (Hesketh, 2014).

Sustainable Business Performance			
Strategic execution Innovation Risk Management		Stakeholder focus Corporate responsibility and governance	
Organizational Agility & resilience	Organisational Culture	Productivity	Organisational Performance
OUTCOMES			

Leadership capabilities	Workforce Capability	Workforce Performance	Diversity	Engagement & wellbeing
OUTPUTS				

Recruitment & retention	Performance management	Learning & competency Development	Organizational Development & design	Rewards & recognition	Workforce & succession Planning	Employee relations & voice
ACTIVITIES						

Workforce composition	Pay & benefits	Skills, Qualifications & competencies	Regulatory compliance
INPUTS			

Adapted from: Hesketh, A. 2014. Key findings and conclusions valuing your talent: Managing the value of talent: A new framework for human capital measurement. CIPD-July.

7 .Deloitte's new model for talent imperative elements:

Deloitte (2015) created a new model of imperative elements that drive retention and engagement, consisting of 8 elements or factors:

- Improving speed and quality of hire;
- Assessing and improving corporate culture;
- elivering and managing employment brand;

- Planning and analysis talent;

- Improving career and talent mobility;

- Improving management and leadership;

- Driving performance and development;

- Accelerating time to competency.

2.3.3.8. Deloitte's new model for talent imperative elements:

Adapted from: Bersin, J. 2015. The New model for talent management: Agenda for 2015. Deloitte Consulting.

APPENDIX 3 LETTER OF CONSENT

Dear Respondent

MBA Research Project

Researcher: Renette Roberts

Supervisor: Prof. C Botha

A SURVEY: INVESTIGATING THE EFFECT OF TALENT MANAGEMENT STRATEGIES IN THE PHARMACEUTICAL INDUSTRY.

I am currently studying towards a Master's degree in Business Administration at the North-West University in Potchefstroom, South Africa.

In order to meet the requirements of the above-mentioned qualification, I am undertaking a research project within the company.

You are invited to participate in this research project titled "Investigating the effect of talent management strategies in the pharmaceutical industry".

The aim of the study is to determine the perceived alignment between the company's effort regarding talent management and the successful management of talent as perceived in our day to day business.

The Research will enhance understanding of this technical category and the factors that more specifically affect Pfizer within the Pharmaceutical Industry. Through your participation I hope to create awareness of the current alignment of talent management efforts and the successful outcomes of these efforts in the daily processes of the company.

During the research aspects that are highlighted as possible areas for improvement, will be compiled in a group statistical format and then recommendations regarding these areas will be made to the company, based on the group's statistical information.

Please note that confidentiality and anonymity of records that could possibly identify you will be maintained by the North-West University's Potchefstroom Business School.

You are kindly requested to assist with this research project by completing the questionnaire and returning it to me by the end of August 2015.

The questionnaire should take about 10 minutes to complete in one sitting but can be saved offline to be completed as you have time available in your day.

Instructions to complete:

1) Please mark your preference on the attached document via an x at your number/answer of choice.
2) Please mark both left and right sides at Section 2.

Yours Sincerely

Renette Roberts

SECTION 1. DEMOGRAPHICS

1**. Are you currently office based or field force**?

Office	1
Field	2

2. What is your age at your last birthday?

	Years

3. Gender?

Male	1
Female	2

4. How long have you been employed at the company?

1 year or less	1
2-5years	2
More than 5 years	3

5. What position level do you currently hold at the company?

Employee	1
Middle management	2
Senior management	3

6. What is your highest qualification at 1 June 2015?

Diploma	1
Bachelors	2
Honors	3
Masters	4
Doctorate	5
Medical doctor	6

7. I see myself as a talented individual that contributes to company success.

Strongly Disagree	1
Disagree	2
Agree	3
Strongly Agree	4

8. How long have you been identified as potential talent by the company?

Not yet	1
1-2 years	2
3-4years	3
More than 5 years	4

9. I am willing to accept greater responsibility within the company in the next year.

Strongly Disagree	1
Disagree	2
Agree	3
Strongly Agree	4

10. Do you believe you have the potential to lead others?

Yes	1
No	2

11. I want to be part of a development program

Strongly Disagree	1
Disagree	2
Agree	3
Strongly Agree	4

12. I would consider the following to develop my career

	1	2
Job Rotation	Yes	No
Redeployment	Yes	No

13. I would prefer

	1	2
Being formally developed into future career opportunities	Yes	No
Gaining informal experience for future career opportunities	Yes	No

14 I would prefer to geographically

	1	2
Stay in the same area	Yes	No

15. I believe I will be able to achieve my career goals from my current position.

Strongly Disagree	1
Disagree	2
Agree	3
Strongly Agree	4

16. Would you consider career opportunities in other companies?

Yes	1
No	2

SECTION 2.

PLEASE NOTE THE SCALE USED FOR THIS SECTION IS AS FOLLOWS

Hardly ever	1
Rarely	2
Frequently	3
Almost Always	4

Please complete the following by **marking an X** on **BOTH the LEFT SIDE** (Companies Effort) and on the **RIGHT SIDE** (Companies Success in your view) .

	THE LEFT SIDE	COMPANIES EFFORT		RIGHT SIDE	COMPANIES SUCCESS Your view
	To which/what extent does the company try to achieve	Place X on number of choice in column below (please **see scale** as given above)		**In your personal view to which/what extend does the company achieve success in**	Place X on number of choice in column below (please **see scale** as given above)
1	Creative leadership	1 2 3 4		Creative leadership	1 2 3 4
2	Knowledge as base to their culture	1 2 3 4		Encourage knowledge as base to their culture	1 2 3 4
3	Innovation	1 2 3 4		Innovation	1 2 3 4
4	A culture that promotes individual career development	1 2 3 4		A culture that promotes individual career development	1 2 3 4
5	A Talent management strategy	1 2 3 4		A Talent management strategy	1 2 3 4
6	A clear talent management process	1 2 3 4		A clear talent management process	1 2 3 4
7	A high priority regarding talent management	1 2 3 4		A high priority regarding talent management	1 2 3 4
8	Involvement of all levels of management in the talent process	1 2 3 4		Involvement of all levels of management in the talent process	1 2 3 4
9	Easy access to steps that guide individual development into recognised talent	1 2 3 4		Easy access to steps that guide individual development into recognised talent	1 2 3 4
10	Minimal time delay between achievements and recognition	1 2 3 4		Minimal time delay between achievements and recognition	1 2 3 4
11	Giving rewards that are viewed as valuable	1 2 3 4		Giving rewards that are viewed as valuable	1 2 3 4

PLEASE NOTE THE SCALE USED FOR THIS SECTION IS AS FOLLOWS

Hardly ever	1
Rarely	2
Frequently	3
Almost Always	4

Please complete the following by **marking an X** on **BOTH the LEFT SIDE** (Companies Effort) and on the **RIGHT SIDE** (Companies Success in your view).

	THE LEFT SIDE	*COMPANIES EFFORT*				RIGHT SIDE	*COMPANIES SUCCESS Your view*			
	To which/what extent does the company try to achieve	**Place X on number** of choice in column below (please **see scale** as given above)				**In your personal view to which/what extend does the company achieve success in**	**Place X on number** of choice in column below (please **see scale** as given above)			
12	Clear communication on the understanding of individual employee contribution	1	2	3	4	Clear communication on the understanding of individual employee contribution	1	2	3	4
13	A sense of trust in employee capabilities	1	2	3	4	A sense of trust in employee capabilities	1	2	3	4
14	Regular employee decision making regarding direct customers	1	2	3	4	Regular employee decision making regarding direct customers	1	2	3	4
15	A sense that employees are valuable as an individual	1	2	3	4	A sense that employees are valuable as an individual	1	2	3	4
16	Inside promotion as a priority	1	2	3	4	Inside promotion as a priority	1	2	3	4
17	Assisting of planned career progression done by employees	1	2	3	4	Assisting of planned career progression done by employees	1	2	3	4
18	Giving regular career opportunities	1	2	3	4	Giving regular career opportunities	1	2	3	4
19	Training beyond current job scope for future career development	1	2	3	4	Training beyond current job scope for future career development	1	2	3	4
20	Regular occurrence of counselling regarding employee potential	1	2	3	4	Regular occurrence of counselling regarding employee potential	1	2	3	4
21	Involvement of Human resources in individual development	1	2	3	4	Involvement of Human resources in individual development	1	2	3	4

PLEASE NOTE THE SCALE USED FOR THIS SECTION IS AS FOLLOWS

Hardly ever	1
Rarely	2
Frequently	3
Almost Always	4

Please complete the following by **marking an X** on **BOTH the LEFT SIDE** (Companies Effort) and on the **RIGHT SIDE** (Companies Success in your view).

	THE LEFT SIDE	*COMPANIES EFFORT*		RIGHT SIDE	*COMPANIES SUCCESS* *Your view*
	To which/what extent does the company try to achieve	**Place X on number** of choice in column below (please **see scale** as given above)		**In your personal view to which/what extend does the company achieve success in**	**Place X on number** of choice in column below (please **see scale** as given above)
22	Regular discussion (more than 2x per year)around individual development plans created	1　　2　　3　　4		Regular discussion (more than 2x per year)around individual development plans created	1　　2　　3　　4
23	Career path mapping as part of individual development plans	1　　2　　3　　4		Career path mapping as part of individual development plans	1　　2　　3　　4
24	Adequate direct managerial support in career path development	1　　2　　3　　4		Adequate direct managerial support in career development	1　　2　　3　　4
25	Clear communication of potential promotional progression	1　　2　　3　　4		Clear communication of potential promotional progression	1　　2　　3　　4
26	Allocation of time for relevant future practical experience	1　　2　　3　　4		Allocation of time for relevant future practical experience	1　　2　　3　　4
27	Clear development opportunities from current position	1　　2　　3　　4		Clear development opportunities from current position	1　　2　　3　　4
28	Encouragement to acquire formal qualifications from registered institutions	1　　2　　3　　4		Encourage formal qualifications from registered institutions	1　　2　　3　　4
29	Supportive environment to acquire a formal qualification	1　　2　　3　　4		Supportive environment to acquire a formal qualification	1　　2　　3　　4

THANK YOU FOR YOUR PARTCIPATION

7 November 2015

Re: Letter of confirmation of language editing

The dissertation "*Investigating the effect of Talent Management Strategies in a South-African Pharmaceutical Organisation* by *Renette Roberts (11242612)* was language, technically and typographically edited. The citations, sources and referencing technique applied was also checked to comply with university guidelines. Final corrections as suggested remain the responsibility of the student.

Antoinette Bisschoff

Officially approved language editor of the NWU since 1998

Member of SA Translators Institute (No. 100181)