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PREFACE and ACKNOWLEDGEMENTS

First and foremost, I would like to thank our heavenly father for the strength, endurance and passion during my PhD journey; for it is written in Psalm 91 vs 2 “I will say of the Lord, he is my refuge and my fortress, my God, in whom I trust”. To God be the Glory.

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DECLARATION

This thesis, “An integrated framework of workplace wellness as strategic business imperative for talent management”, is submitted for the degree of Doctor of Philosophy in Business Management at North-West University, in the Faculty of Economic and Management Sciences, NWU Business School. To the best of my knowledge, this work is original, except where guidance was sought from my promoters and acknowledged and referenced resources made to previous work. I, Jennifer C Nzonzo, further declare that this thesis or any part thereof has never been developed and presented before for any academic qualification elsewhere.

Signature

A rectangular box containing a handwritten signature in blue ink, which appears to be 'J. Nzonzo'.

Date: 31 September 2020

ABSTRACT

Organisations worldwide, regardless of size, must deal with challenges of attracting, developing, and retaining employees who successfully contribute towards organisational goals. For talent to be effectively developed, deployed, and retained there is a need to ensure that the appropriate talent management strategies are in place and aligned with wellness initiatives.

The research problem identified for this study pertains to the lack of knowledge and information on the multilevel holistic integration of talent management and employee wellbeing to enable human resource professionals, line and staff managers to execute their roles effectively. As such, the main purpose of this research was to develop a strategic and multilevel integrated talent-wellness management framework.

In this study, an exploratory sequential mixed-method approach was adopted. The first phase of the research was quantitative in nature, involving the completion of 210 questionnaires by human resource professionals in South Africa. In an effort to verify and expand the research results and to solicit deeper insights into these responses, interviews were conducted with ten human resource professionals selected using purposive sampling.

The quantitative findings revealed a statistically significant relationship between talent management and employee wellbeing. Furthermore, the empirical results suggest that there is a positive association among the various constructs for talent management (attraction, development, and retention) and employee wellbeing (social, emotional, physical and psychological). Based on the qualitative findings, the following themes were identified as determinants of employee wellbeing: physical wellbeing and employee performance, psychological wellbeing and achievement of goals, management of emotions in the workplace, social wellbeing and work relationships, wellness programme management, talent conceptualisation, talent attraction strategies, sustainable talent development practices, engaging and retaining talent, talent and wellness stakeholders, optimising talent and wellness integration and, lastly, harnessing diversity.

The triangulation of the results and findings, as well as the literature review, contributed to the development of a multi-level integrated talent-wellbeing management framework. This framework will serve as a practical management tool for the planning, implementation and management of talent and wellness interventions in the workplace. The framework comprises of three stages. Stage one focuses on the antecedents of talent and wellness interventions. Stage two focuses on the optimisation of talent and wellness practices. The last stage which is stage three focuses on the multilevel consequences of optimised talent and wellness practices.

The framework takes cognisance of the operating environment of the organisation, that is, the external environmental dynamics. Central to this framework is the fact that talent management operates within a dynamic environment, thus human resource professionals and other relevant stakeholders must be knowledgeable about the external dynamics that have an impact on the multilevel (individuals, groups and structures) outcomes of talent and wellness practices.

The first inference to be drawn from this research is that at the team level, team members should encourage each other to adopt healthy lifestyles. This may result in employees paying more attention to living healthy lifestyles to enhance their wellbeing. At the organisational level, this study provides leaders with insight into identifying and making informed decisions on initiatives that foster the conducive environments that lead to psychologically healthy workplaces. The second inference is that it provides new avenues for multilevel thinking within organisations by producing validated empirical results aimed at the integration of employee wellbeing with talent management. The third inference is that human resource professionals who do not effectively optimise the integration of employee wellbeing in the talent management process by committing resources and time may end up preventing organisational growth and fostering psychologically unhealthy workplaces. Therefore, organisations should implement wellness and health promotion interventions as part of their strategic human resource plans.

Keywords: workplace wellness, talent management, wellbeing, multilevel, productivity, human resource, strategic, human resources, integrated, South Africa

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LIST OF ABBREVIATIONS

Abbreviation	Meaning
ACE	Alignment, capabilities and engagement
AI	Artificial intelligence
BSC	Balanced score card
CHRP	Chartered Human Resource Professional
COBE	Comprehensive Burnout and Engagement Model
COR	Conversation of resources theory
EW	Emotional wellbeing
EWB	Employee wellbeing
HR	Human resource
HRM	Human resource management
IHW	Integrated Health and Wellness Model
IRERC	Institutional Research Ethics Regulatory Committee
IWH	Integrated Health and Wellness Model
JDR-Model	Job Demands Resources Model
PW	Physical wellbeing
PWB	Psychological wellbeing
QOL	Quality of life
ROI	Return on investment
SA	South Africa
SABPP	South African Board for Peoples Practices
SNS	Social networking sites
SW	Social wellbeing
TM	Talent management
WHO	World Health Organisation

CHAPTER 1: INTRODUCTION AND BACKGROUND TO THE PROBLEM

1.1 Introduction

Organisations worldwide are going through transformation and at the same time evaluating their talent management processes (Tarique & Schuler, 2010). This has resulted in business restructuring processes aimed at achieving higher efficiency and effectiveness in economic terms. Accordingly, organisations are now required to develop strategies which ensure that talented employees, in particular are attracted, deployed and retained. Concurrently, workplace interventions to enhance employee wellbeing have been introduced as a means of promoting and fostering the wellbeing of all employees. This enhancement of employee wellbeing is not only significant in ensuring that organisations conform to statutory regulations such as occupational health and safety, but it also plays a pivotal role in improving profitability through higher labour productivity. However, for these human capabilities to be adequately developed strategic alignment between talent management strategies and wellness interventions is very important (Collings, 2014; Salanova, Llorens, Cifre, & Martínez, 2012).

More recently, Live (2019) and Parry and Battista (2019) suggested that artificial intelligence (AI) techniques are being employed by organisations to automate procedures and systems. Within the Human Resource Management (HRM) dimension, AI has necessitated the rise of analytical tools for attracting, selecting, on boarding, developing and managing employee performance at work. However, this has presented a major challenge for human resource (HR) professionals, who are currently being tasked with the need to align HRM practices with the demands of automation of procedures and systems while simultaneously ensuring that more attention is paid to the management of employee wellbeing. In South Africa (SA), HR professionals are faced with the challenge of synergistically and holistically integrating organisational core values and culture with talent management practices (Barkhuizen, Welby-Cooke, Schutte, & Stanz, 2014). One major aspect of this analysis is that it raises much broader possibilities for HR professionals and line managers to critically evaluate their managerial competencies in the execution of talent management roles and responsibilities. For this reason, efforts aimed at enhancing employee wellbeing are a mediating force for improving efficiency and effectiveness when managing employees (Rothmann & Welsh, 2013). Thus, investing in the wellbeing of employees can contribute to better worker and organisation related outcomes and thereby enhance productivity and work performance (Cooper & Bevan, 2014; Erasmus, Schenk, &

Tshilongamulenzhe, 2008; Jorgensen, Nel, & Roux, 2013; Luthans, Avey, Avolio, Norman, & Combs, 2006; Meerding, IJzelenberg, Koopmanschap, Severens, & Burdorf, 2005), which in turn enhances the development and utilisation of talent. However, notable research on employee wellbeing has focused on returns on investment (ROI) from wellness initiatives. For instance, investing in wellness programmes has yielded positive results for Volkswagen Group SA. The company invests close to R1 million annually in HIV and AIDS programmes, occupational and primary health care, health and wellness interventions and employee wellness programmes (Volkswagen SA, 2015). As a result, promoting workplace and employee wellness programmes at Volkswagen has improved productivity and overall wellbeing of employees.

In this research, the terms “wellness” and “wellbeing” are used interchangeably. The justification for the interchangeability of these terms is supported by conceptual and empirical research findings by Cooke, Melchert, and Connor (2016), Corbin and Pangrazi (2001), Gilbert and Kelloway (2014), Jorgensen et al. (2013), Prilleltensky, (2012) and Zhang (2018), which suggest that the concepts are almost identical in meaning as they focus on the enhancement of healthy and fulfilling lifestyles for employees. An in-depth justification of this interchangeability is provided in Chapter 2.

1.2 Background to the study

The current conceptualisation of employee wellbeing has evolved over the years from numerous disciplines, such as medicine, occupational health psychology, epidemiology and positive psychology (Day & Randell, 2014). In applying positive psychology as an approach to the workplace, Luthans et al. (2006) developed the concept of positive organisational behaviour. The positive psychology paradigm in organisations facilitates positive psychological capital or resources that results in keeping employees healthy and resilient to hardships (Schreuder & Coetzee, 2010). Typical activities that fall under the positive psychology paradigm include job satisfaction, the development of effective teams, effective conflict management, promotion of employee wellness, coaching and mentoring, promotion of organisational citizenship behaviours and management of work-life integration (Gilbert & Kelloway, 2014). Furthermore, the vision of positive psychology promotes factors that allow individuals and teams to flourish by contributing to salutogenic functioning in the workplace. Salutogenic functioning concentrates on the development of techniques that support and improve the health and wellbeing of employees (Cilliers & Ngokha, 2006). By focusing on emotional, physical and social or community initiatives, health education plays a significant role in instilling a culture of wellbeing. This would, therefore, indicate that the overall wellbeing of employees

contributes to positive or negative changes in productivity and work outcomes (Avey, Luthans, Smith, & Palmer, 2010; Giberson & Miklos, 2014; Luthans et al., 2006; Singh, Darwish, Costa, & Anderson, 2012; Thunnissen, Boselie, & Fruytier, 2013).

The Integrated Health and Wellness model (IHW) governs workplace and wellness in SA, with the core areas of the model being health management, psychosocial wellness, occupational health and safety and organisational wellness (Steinman, 2008). By integrating the various aspects of the IHW model, organisations create a documented and systematic approach to developing and maintaining a psychologically healthy and safe workplace. The IHW is of paramount importance to this research since managing talent is embedded in the construct of organisational wellness. This construct includes workplace and employee wellbeing, which focus on improving the loyalty, productivity, health and welfare of employees. Workplace and employee wellness programmes were first introduced in the 1980s in SA in the mining industry. However, in the past two decades the programmes have also been adopted by other industries (Patel et al., 2013). Furthermore, several organisations in South Africa such as the Standard Bank Group and the South African Public Service have taken a preventative approach in handling wellness issues (Swanepoel, Erasmus, & Schenk, 2008). Despite such developments, concern for the wellbeing of employees remains a considerable challenge in South Africa (Erasmus et al., 2008; Redman, 2015; SACAP, 2015). Research by Schaufeli and Taris (2014) indicates that enthusiastic employees are more productive as compared to non-enthusiastic employees. Thus, Archana (2019) highlights that organisations need to design specific strategies to retain employees; strategies such as respect, reward and recognition are viewed as vital if employees are to remain with the firm. Engaged employees never quit the organisation. They figure out new ways of doing jobs and produce quality work. Thus, enhanced productivity will be achieved by implementing various programmes such as occupational health and safety, disability care, employee assistance and health education and promotion. These findings are in line with past research on workplace and employee wellness which suggests that positive work experiences also influence individuals' overall wellbeing.

Building on the previous discourse, the concept of organisational health traditionally focused primarily on financial health in terms of achieving financial returns. While this traditional business paradigm strived to achieve financial returns, or "maximise shareholder value", through competitive success, a paradigm shift has occurred towards tools that incorporate the financial value of investing in talent. For instance, the Balanced Score Card (BSC), according to Kaplan and Norton (1995), is a performance metric used

to measure organisational performance from four different perspectives. The four perspectives include, firstly, the financial status of the organisation, secondly, the internal business processes, thirdly, the customer perspective and, fourthly, the learning and growth perspective (Creamer & Freund, 2010). The learning and growth perspective fits within the construct of this research – if employees are developed effectively, they will become more efficient, achieve customer loyalty, thus resulting in increased profitability. Since investments in talent intangibles are expensed rather than capitalised, managers may try to raise short-term profits by cutting costs on talent development; for example, organisations may reduce the number of externally provided training courses and focus more on on-the-job training (Guthridge, Komm, & Lawson, 2008). For this reason, significant talent-embedded business goals should be explicit and aligned with the talent management process (Schuler, Jackson, & Tarique, 2011). Although this may be true to a greater extent in organisations where there is a high focus of cost minimisation, the tendency results in employee wellness professionals pondering such questions as: What is the ROI from investing in developing talent? How is profit going to be attained from this investment? Who benefits and in what ways? (Kriger & Hanson, 1999). Thus, although in financial terms the formula for ROI produces a number, it is postulated that a more relevant measure is to articulate what factors contribute to the investment in talent through employee wellbeing.

1.3 Statement of the Study Problem

1.3.1 Background to the problem

There has been a growing interest in talent management and wellness research in recent years. Yet limited research exists on the impact of synergistic wellness and talent management practices on overall organisational functioning (Day & Randell, 2014; Ochoa, Lepeley, & Essens, 2018). Central to this argument is the fact that poor application of talent management practices has a negative effect on employee outcomes such as job satisfaction, employee wellbeing as well as organisational outcomes such as service quality and performance (Barkhuizen et al., 2014). Also, collaborative research partnerships in talent management and wellness between academia and practitioners in pursuit of answers to research that address the feasibility of an overall healthy functioning workplaces are still developmental in South Africa (Lalla-Edward, Matthew, Hankins, Venter, & Gomez, 2018; Schreuder & Coetzee, 2010; Sieberhagen, Rothmann, & Pienaar, 2009). Such collaborative research initiatives are essential for addressing the gap between practice and theory for wellness and talent management research.

According to Productivity SA (2014), the output per worker per unit of capital in SA dropped from R7297 in 1967 to R4924 in 2014. Statistically, this represents a decline of 32.5% in output per worker. Moreover, there has been a 500% increase in sick leave between 2001 and 2013, resulting in an estimated R19,1 billion being lost due to absenteeism every year (Corporate Absenteeism Management Solutions, 2014; Passey, Hammerback, Huff, Harris, & Hannon, 2018; Pickworth, 2013). In addition, research by Redman (2015) highlighted that work absenteeism is assumed to cost the South African economy approximately R12 billion yearly. Furthermore, there has been a growing trend of “*presenteeism*” in the South African workforce which has ultimately impacted on productivity. Presenteeism refers to a situation whereby employees are physically present at work, but are not productive due to the fact they are disengaged and not motivated (Evans-Lacko & Knapp, 2016; Moneyweb, 2012; Pickworth, 2013; Pronk & Yach, 2017). More recently, Bucci (2020), Theys , & Schultz, (2020) and Hartley & Young . (2019 highlight the importance of wellness and talent management research. Ultimately, these statistics and research findings highlight wellness and talent management problems which need to be addressed by research.

1.3.2 Problem Statement

Taking the statistical and research findings highlighted in the previous section into consideration, the general problem is that the linkage between talent management and employee wellbeing has not been established from a talent management perspective. Employee wellbeing is defined mainly in terms of its health benefits, often neglecting its core value to talent management. It is postulated that employee wellbeing should be linked with talent management to be fully functional from an organisational perspective.

The specific problem is that there is a lack of knowledge and information on the multilevel holistic integration of talent management and employee wellbeing to enable human resource professionals, line and staff managers to execute their roles effectively. Accordingly, it may, therefore, be asked, what aspects of employee wellbeing are essential when driving talent management, i.e. when managing attraction, development and retention of employees? Human resource professionals, line managers and staff managers need this information and knowledge to help them assess talent management and employee wellbeing initiatives and make informed decisions on effectively managing employees holistically and strategically.

1.4 Research Questions and Objectives

1.4.1 Research questions

In the light of the above, the main research question is: What constructs, from a talent management perspective, will synergistically represent talent management and employee wellbeing as a holistic integrated talent-wellbeing framework?

The sub-research questions are:

- a) Which elements of employee wellbeing should be integrated in a talent management framework?
- b) How should the elements of employee wellbeing be incorporated in the talent management process?
- c) What is the role of managers in fostering employee well-being through the enhancement and management of talented employees effectively?
- d) What is the ideal organisational environment essential for developing a multilevel employee wellbeing framework for managing talent?

1.4.2 Research Objectives

The main research objective is:

To develop a strategic and multilevel integrated talent-wellbeing management framework.

The sub-objectives are:

- a) To explore and describe the elements of employee wellbeing that should be integrated in a talent management framework.
- b) To explore and describe how the elements of employee wellbeing should be incorporated in the talent management process.
- c) To examine the role of management in fostering workplace and employee wellbeing that will enhance talent management.
- d) To ascertain the ideal organisational environment essential for developing a multilevel employee wellbeing framework for managing talent.

1.5 Justification and preliminary contribution of the study

There is growing concern about the need for research that explores the manifestation of psychosocial health and wellbeing using more indigenous developed measures that have been developed locally (Bakker, Demerouti, & Sanz-Vergel, 2014; Bakker, Schaufeli, Leiter, & Taris, 2008; Barkhuizen et al., 2014; Cooper & Bevan, 2014; Farrell & Geist-Martin, 2005; Oladapo, 2014; Rothmann & Welsh, 2013; Salanova, Del Líbano, Llorens, & Schaufeli, 2014; Salanova et al., 2012; Sieberhagen, Pienaar, & Els, 2011; Thekiso, Botha, Wissing, & Kruger, 2013). This concern relates mainly to the fact that many organisations worldwide, regardless of size, have to deal with the challenges of attracting, selecting, on boarding, developing and retaining employees who contribute successfully towards the organisational goals. Issues in this regard include the fact that employers need to critically evaluate the increased adoption of technological interfaces in the workplace along with the increase in global working. For example, employees of Google have referred to the extensive use of technology in their company as a technological revolution that damages their wellbeing, ultimately resulting in stress and burnout (Parry & Battista, 2019). Thus, although the objective of investing in talent is to make a positive impact on organisational and employee-related outcomes, in some cases there is a negative outcome (Blackwell et al., 2019; Collings, 2014). Therefore, focusing on employee wellbeing and talent management research in SA will provide the empirical research that is essential for providing the information needed to empower organisations to compete strategically and manage talent effectively.

Another justification of this research is because investing in wellness can lead to reduced costs, reduced absenteeism and higher productivity. These cost savings are often used to demonstrate the positive effects of wellness programmes on the organisational bottom line. A successful employee wellbeing initiative can also help to build an organisation's profile in terms of being socially responsible and an employer of choice in the attraction and retention of talent. To emphasise this point, Pickworth (2013) cites research carried out by Du Chenne in 2013 on a South African blue chip company whose absenteeism sickness costs were reduced by about R20m over a five-year period as a result of good wellness intervention programmes. Hence, this research is justifiable in the sense that effective employee wellbeing initiatives are characterised by a psychologically healthy workforce and financial success (profitability) which in turn contributes to organisational success.

1.6 Scope of the Study

The scope of the study involves the way in which employee wellbeing influences the management of talent, including the core elements of talent management and wellness at the micro (individual), meso (group) and macro (organisational) levels.

1.1.1 Conceptual Scope

Figure 1.1 depicts the conceptual scope of the study, which will focus specifically on:

Talent management

- *Attraction.* The process by which potential employees are enticed to apply for jobs in an organisation.
- *Development.* Techniques by which organisations enhance the knowledge, skills and attitudes of employees
- *Retention.* Monetary and non-monetary strategies adopted by an organisation which motivate and influence employees to remain working in an organisation.

Wellness

- *Physical wellbeing.* The lifestyle behavioural changes made by employees to ensure good health and live in a balanced state of body, mind and spirit.
- *Emotional wellbeing.* The ability of individuals to be aware of, understand, and accept emotions and their impact on others at work.
- *Psychological wellbeing.* The state of positive relationships with others which contribute to personal growth and development.
- *Social wellbeing.* State of employees' relationships, social stability, and social harmony.

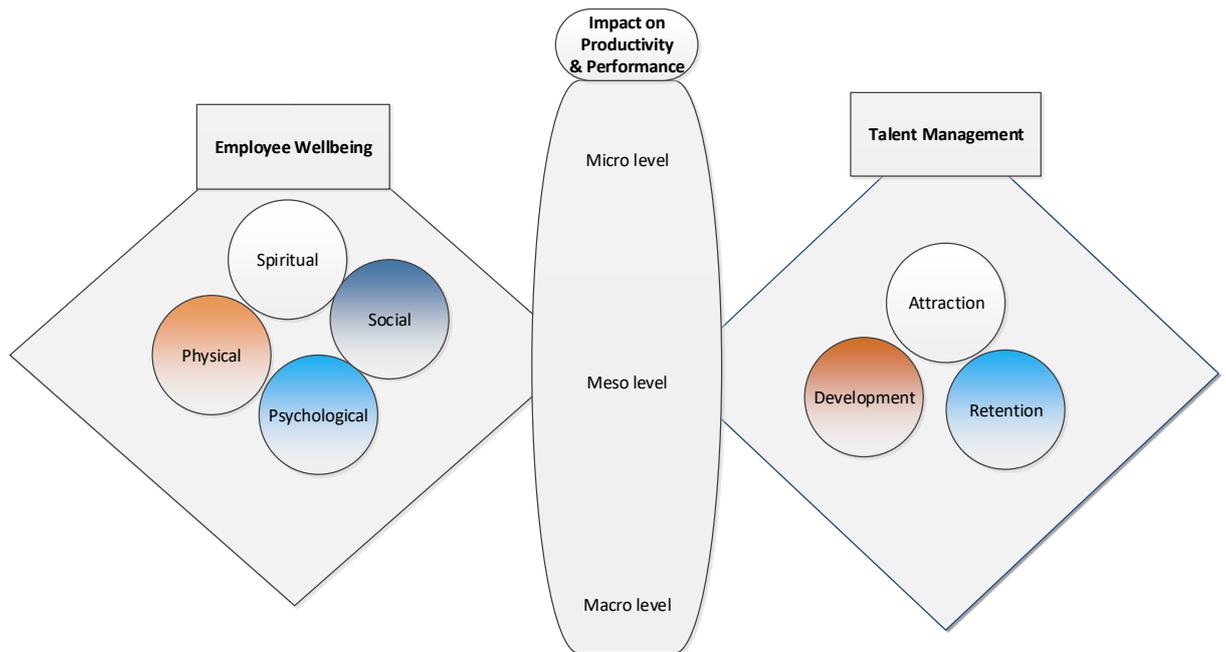


Figure 1.1 Conceptual Scope
Source: Author's own construction

1.7 Delimitation

The researcher identified 1110 Chartered Human Resources Professionals (CHRP) who are actively involved in wellness and talent management initiatives in both the public and private sectors in SA. The professionals are certified by the South African Board for People's Practices (SABPP) as HR professionals.

1.8 Significance of Study

Firstly, this study will make a theoretical contribution to the way employee wellbeing should be incorporated when driving and managing talent management, i.e. attraction, selection, deployment, development and retention of employees. Secondly, this study will make a practical contribution through the development of a multilevel talent-wellbeing management framework. This will assist organisations and managers in recommending appropriate talent management interventions and will support managers in managing talent with a holistic talent mind-set. The following subsections discuss the significance of the study for theory, practice and social change.

1.8.1 Significance for Theory

The literature revealed that there is limited research that harnesses the integration of talent management and employee wellbeing or wellness (Day, Randell, Kelloway, & Hurrell Jr, 2014; Guest, 2017). The significance of this study for theory is that it will help to fill that void by proposing an integrated framework, as depicted in Figure 6.3.

This framework highlights the antecedents, optimisation process and consequences of effectively embedding wellness in talent management.

1.8.2 Significance for Practice

Human resource professionals who do not effectively optimise the integration of employee wellbeing in the talent management process by committing resources and time to it may end up actually hindering organisational growth and fostering psychologically unhealthy workplaces. Thus, HR professionals play an essential role in ensuring that the talent management process and wellness interventions are effectively integrated with the organisational strategies. Hence, the proposed strategic multilevel integrated talent-wellbeing management framework depicted in Figure 6.3 will serve as practical tool for planning, implementing and managing talent and wellness interventions.

1.8.3 Significance for Social Change

Social change in research plays a fundamental role in transforming beliefs, customs and values in organisations (Blackwell et al., 2019; Dundon & Rafferty, 2018; Morishima, 1995). Accordingly, the results of this study will influence social change at the individual, team and organisational levels. At the individual level, employees will be provided with empirically validated findings on the importance of managing their wellbeing. At the team level, team members will encourage each other to adopt healthy lifestyles. At the organisational level, this study provides leaders with insight into identifying and making informed decisions on initiatives that foster conducive environments and psychologically healthy workplaces.

1.9 Research Methodology Adopted for the study

Methodology refers to the systematic process used to approach a research question (Eriksson & Kovalainen, 2015; Sale, Lohfeld, & Brazil, 2002). This PhD study is intended to make a practical and theoretical contribution to talent management and wellness research. For this study, a mixed-method approach was adopted because it helps to offset the limitations of using a single method design to address a research problem. Furthermore, as noted by Wilson (1998), combining quantitative and qualitative research methods is useful in wellness research because the complexity of the phenomena requires data to be obtained from multiple perspectives. Therefore, the employment of mixed methods in this study enriched and strengthened the research in a complementary manner.

1.9.1 Population and Sample

The population of the study comprised HR professionals registered with South African Board for Peoples Practices (SABPP) who are involved in talent management and wellness initiatives. The main reason for choosing this platform was because of the specialist nature of the research, participants had to have knowledge of talent management and employee wellbeing processes in an organisation. Participants were drawn from the strategic, functional and operational HR professional levels within organisations.

1.9.2 Data Collection Strategy

The data collection strategy for the quantitative research part of the study involved an online questionnaire which was administered to chartered HR professional via the Survey Monkey platform. Implied consent from the participants was obtained prior to completion of the questionnaire.

The data collection strategy for the qualitative part of the research involved semi-structured interviews. Prior to conducting the interview consent was obtained from participants. The interview focused on employee wellbeing, talent management and the integration of employee wellbeing and talent management. Ten (10) HR professionals were interviewed.

1.9.3 Data Analysis Strategy

To obtain the quantitative results, the SPSS Version 25 was used to analyse the data. Hence, SPSS software was used to construct frequency tables to illustrate relationships among the variables being studied graphically, and to highlight the correlations that exist between the variables using inferential and descriptive statistics techniques and multiple regressions.

For the qualitative data, Tesch's inductive thematic analysis was adopted. The Inductive analysis process involves a process of coding the data and identifying patterns, resemblances in order to reach conclusions (Wilson, 1998). Ideas (codes) derived from the transcripts of the interviews were highlighted to form topics. Similar topics were then grouped together and placed in columns which, in turn, were arranged into themes, subthemes and categories.

When consolidating the results of qualitative and quantitative data analyses within a mixed-methods framework, Onwuegbuzie and Teddlie (cited in Onwuegbuzie & Leech, 2006) and Caracelli and Greene (1993) maintain that researchers go through at least seven stages. The stages that were adopted in this research were data reduction, data display, data transformation, data correlation, data consolidation, data comparison and data integration.

1.10 Ethical Considerations

The current research investigation followed all the ethical guidelines provided by the institution. Ethics approval of the project was granted by the North West University Institutional Research Ethics Regulatory Committee (IRERC) (see Appendix A). In addition, approval to conduct the research among the registered HR professionals was also granted by the SABPP (see Appendix D). Implied consent (for quantitative research) and informed consent (for qualitative research) was obtained before obtaining information from participants. The purpose aim and the research procedures for the study were clarified before data collection. All answers were kept anonymous and the names of interviewees were de-identified with the use of letters to identify participants.

1.11 Definition of Key Terms

Table 1.1 highlights the definitions of the key terms adopted in this study.

Table 1.1 Definitions of Key Terms

Term	Definition
Attraction	The process by which potential employees are induced to apply for jobs in an organisation.
Deployment	Refers to the movement of employees from one work assignment to another to meet organisational needs.
Development	Refers to an organisation enhances the knowledge, skills and attitudes of employees.
Employee	Refers to an individual who supplies who works for an organisation in exchange for tangible and intangible rewards.
Employee wellbeing	Day and Randell (2014) suggests that employee wellbeing refers to the subjective judgements of the quality of an individual's life.

	Employee wellbeing is measured through, psychological, emotional, social, physical and spiritual wellbeing.
Holistic	Relates to or is concerned with complete systems rather than individual parts.
Integrated	Having different parts or processes working together as a unit.
Macro-level	The organisational level of analysis, which provides an overarching view of an organisation; this includes culture, leadership, structure and systems.
Managers	In this research the term denotes the people who make decisions in an organisation.
Meso level	This is the group level of analysis in an organisation which focuses on how the overall functioning of groups at work impact on organisational performance and effectiveness.
Micro-level	The refers to the individual level of analysis in an organisation which focuses on individual employees.
Multilevel	Multiple levels of organisational analysis.
Physical wellbeing	The lifestyle behavioural changes made by employees to ensure good health and live in a balanced state of body, mind and spirit
Psychological wellbeing	The state of positive relationships with others which contribute to personal growth and development
Retention	Refers to the various policies and practices which induce employees to stay with an organisation for a more extended period of time.
Social wellbeing	State of employees' relationships, social stability and social harmony.
Spirituality	The ability for individuals to experience and integrate meaning and purpose in life through personal connectedness.
Talent management	Refers to a set of integrated organisational HR processes designed to attract, select, deploy, develop and retain employees (Thunnissen et al., 2013).
Workplace wellness	Refers to workplace health promotion activities designed to improve and support healthy behaviour for employees (Field & Louw, 2012).
Psychologically healthy workplace	Outcome derived from applying psychology to the workplace, through the promotion of programmes and policies that enhance employee wellbeing and organisational performance.

Sources: Integrated reviews from Ambrosius (2018), Farrell and Geist-Martin (2005), Field and Louw (2012), Hitt, Beamish, Jackson, and Mathieu (2007), Renkema, Meijerink, and Bondarouk (2017), Thunnissen et al. (2013), Van Zyl, Mathafena, and Ras (2017), Žižek, Mulej, and Čančer (2017)

1.12 Structure of Thesis

This thesis will begin by providing an introductory overview and background to the study on workplace wellness as a strategic imperative for talent management in Chapter 1. The critical literature review, a conceptual framework and hypothesis for workplace wellness and talent management are developed in Chapter 2. Based on the critical literature review and the conceptual framework, the methodology for the research is presented in Chapter 3, providing a rationale for the use of a mixed-method approach, the population, sample the data collection strategy and the data analysis techniques. The results of the study are then presented in Chapters 4 (Quantitative analysis) and 5 (Qualitative analysis). The in-depth integrated findings of the research are discussed in Chapter 6. The thesis concludes with Chapter 7, which outlines the unique contribution to theory, social change and practice. In addition, chapter 7 also highlights the directions for future research. Figure 1.2 provides the overall structure of the thesis.

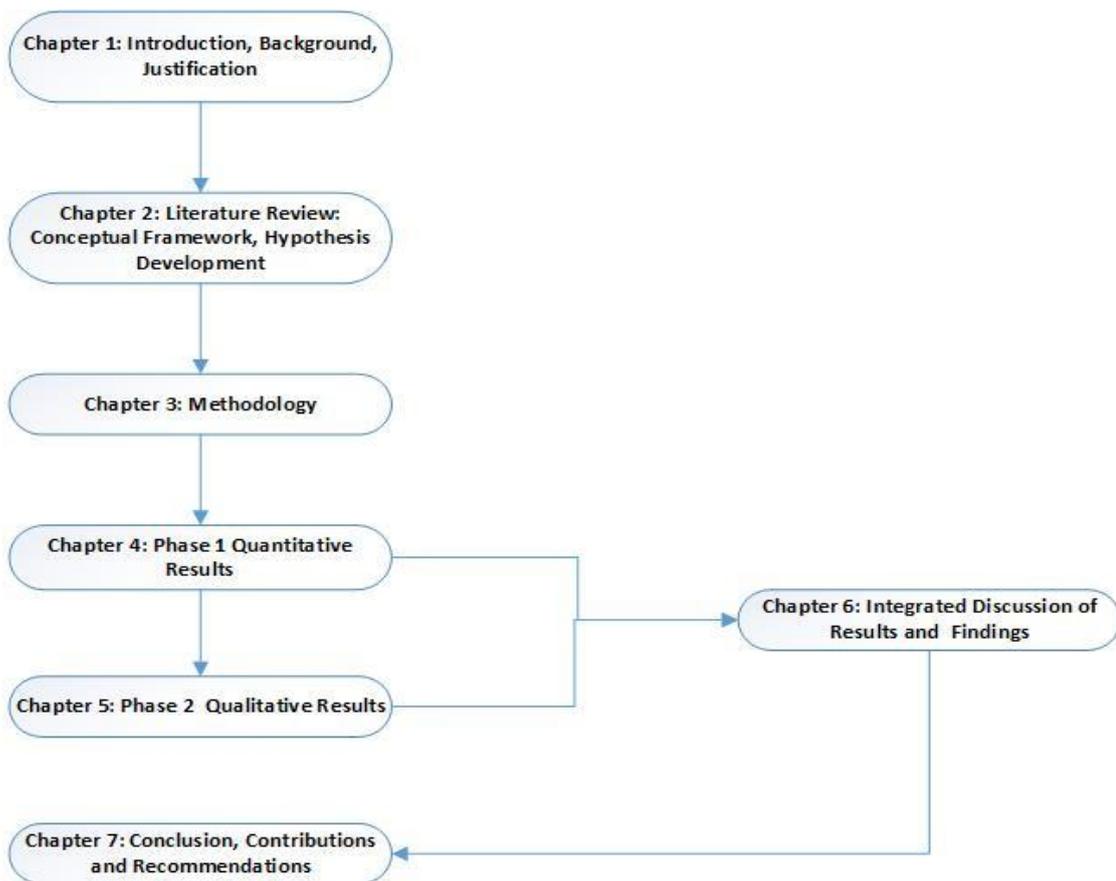


Figure 1.2 Structure of Thesis
Source: Researcher's own construction

1.13 Chapter Summary

This chapter provided an overarching introduction to the research on an integrated framework of workplace wellness as a strategic business imperative for talent

management in the workplace. The chapter explored the background to the study, problem statement, research questions, research objectives, justification for the research, scope of the study, research methodology and ethical considerations. Chapter 2 provides a critical literature review of the literature on the dimensions of workplace wellness and talent management. Additionally, the conceptual framework, gaps in research, contradictions and hypotheses emanating from the critical literature review are outlined.

Chapter 2: Literature Review

2.1 Introduction

Academics and practitioners suggest that there is a significant gap between theory and practice in talent management and its role in promoting wellness initiatives in organisations (Taylor et al., 2013). Pursuing this further, research on wellness in SA has shown that flourishing work environments and job contexts positively contribute to employee wellbeing (Rothmann, 2013). As such, on the terrain of research and, fundamentally, of research and development, facilitating positive psychological capital or resources in organisations provides a climate for keeping employees healthy and resilient to hardships (Attridge, 2009; Attridge, Herlihy, & Maiden, 2013; Chams & García-Blendon, 2018; Cilliers & Ngokha, 2006; Nellis, Nellis, & Slattery, 2013; Potgieter, Basson, & Coetzee, 2011; Redman, 2015; SACAP, 2015; Schaufeli, Taris, & Van Rhenen, 2008; Taylor et al., 2013).

For an individual, employment is an exchange relationship where employees provide their talent and expertise in return for financial and non-financial rewards (De Klerk, 2005). On the one hand, from an employee point of view, while employment can have a therapeutic effect it may also have a toxic effect by contributing to depression, alcoholism, psychological problems and burnout. On the other hand, from a managerial perception employment can lead to either functional behaviour which has a positive impact on performance or dysfunctional behaviour which negatively impacts on performance. As such, given the critical role that employees play in organisations, managers need to develop a learning organisation that will provide an environment in which employees can develop and improve their skills, knowledge and attitudes (Oladapo, 2014). Accordingly, the underlying assumption of most wellness programmes appears to rest on the understanding that a healthier employee is happy and productive (Field & Louw, 2012). However, this viewpoint may not be accurate as employees are also affected by endogenous (internal) and exogenous (external) factors that impact on the extent of their happiness. Thus, managers need develop further an understanding of wellness based on a multilevel (individual, group and structural) analysis in an organisation (Costa et al., 2013).

2.2 Clarification of Concepts

2.2.1 Talent Management

Talent management refers to strategies and techniques adopted to attract, select, develop, on board, develop and retain talent (Poorhosseinzadeh & Subramaniam, 2012). According to Collings and Mellahi (2009); Kock and Burke (2008) and Thunnissen et al. (2013), talent management is viewed from three standpoints: firstly, talent management is a combination of standard people management practices such as identification, deployment and development of talent; secondly, talent management focuses on the development of a talent pool with requisite competencies (knowledge; skills and abilities); and thirdly, talent is considered as an intangible resource which has to be effectively managed in order to achieve organisational goals.

Quintessentially, the management of talent is a critical element in achieving a competitive advantage. In addition, academic and practitioner literature on talent management has defined talent with respect to their own contexts and, thus, there are a number of definitions of the term. These divergent views have led to confusion among scholars and practitioners on the meaning of the term “talent” (Ansar & Baloch, 2018). Thus, Oladapo (2014) argues that without properly established and designed talent management procedures, there is a possibility that unqualified and incompetent employees will end up being considered as talent. With this analysis in mind, De Boeck, Meyers, and Dries (2018) and Van Zyl et al. (2017) highlight that talent management might not always result in the desired return on investment. As a result, companies invest large amounts of financial resources in managing talent based on the belief that these investments will result in sustainable competitive advantage from talented employees. Consequently, talent management investment practices might, for example, miss their intended outcomes if employees` roles and responsibilities are not clearly articulated. To illustrate this point further, Nayak, Bhatnagar, and Budhwar (2018) found that social networking sites (SNSs) can improve the management of talent in organisations. More importantly, the research concluded that the use of SNSs in the talent management process improved selection processes and employers brand effectively. Thus, talent management plays an essential role in improving organisational efficiency and effectiveness.

Thunnissen et al. (2013) highlighted that as a result of developments and the adoption of employee-centric practices, the demand for talent in practice has resulted in innovative practices for attracting, developing, deploying and retaining employees

(Ambrosius, 2018; Farndale, Scullion, & Sparrow, 2010; Van den Broek, Boselie, & Paauwe, 2018). These innovative practices have played an essential role in ensuring that employees are effectively led and managed in the workplace. Based on this analysis we can, therefore, infer that talent management is an integrated and holistic process that focuses on, firstly, attracting potential employees to work in an organisation; secondly, the deployment of employees from one work assignment to another to meet organisational needs; thirdly, training and development, which focuses on development to enhance the knowledge, skills and attitudes of employees; and lastly, retention practices that focus on motivating and retaining employees in an organisation.

2.1.2 Workplace Wellness

Workplace wellness refers to health and promotion initiatives and strategies, or organisational policies, designed to support healthy behaviours in the workplace and improve organisational health outcomes (Gilbert & Kelloway, 2014). Research on the role of intercultural communication, cultural differences and workplace wellness has resulted in a better understanding of certain aspects of positive psychology such as self-efficacy, optimism, subjective wellbeing, life satisfaction, resilience, positive affectivity and emotional intelligence (Schreuder & Coetzee, 2010). Hence, according to Cooke et al. (2016), for us to have a clear understanding of wellness and wellbeing we need first to have an understanding of the historical background of these conceptualisations.

The extant literature reveals that there is an interlinkage between health and wellness. In 1947, the World Health Organization (WHO) defined health as *“a state of complete physical, mental, and social wellbeing and not merely the absence of disease and infirmity”* (WHO, 1947, p.1). However, most workplace wellness research and practice continued with a medical model that focused on managing occupational health, safety and disability with limited attention given to the nature wellbeing. This medical model led to the development of the health continuum developed by Travis in 1972 and displayed in Figure 2.1. The health continuum posits that health can be placed on a continuum from one’s highest wellness potential to a critical state of illness which may lead to death. However, it fell short in addressing the positive dimensions of health and wellbeing in the workplace (Schwarzer, 2008).

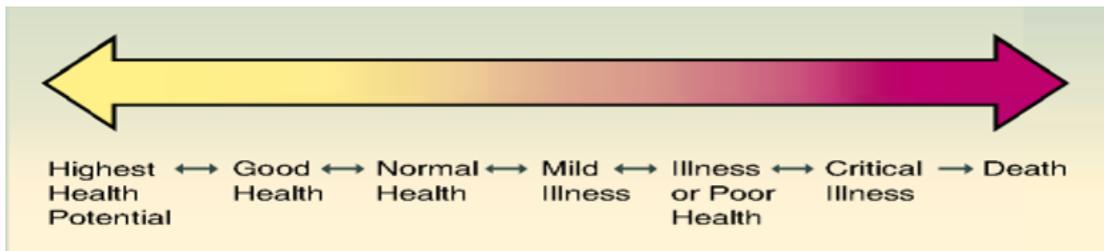


Figure 2.1 Health Continuum
Source: Travis and Ryan (1988)

Since then, multiple conceptualisations and perspectives on how to define overall health and wellbeing have been proposed (Cooke et al., 2016). These different conceptualisations can be categorised into four broad approaches, namely, hedonic, eudemonic, quality of life (QoL) and wellness. The first approach is the hedonic approach. The most prominent hedonic model is subjective wellbeing which focuses on the extent to which individuals are happy with their lives. The second approach is the eudemonic approach which suggest that psychological health is achieved by self-acceptance, self-acceptance and a positive mind-set. The third approach focuses on QoL. The term “QoL” is often used interchangeably with wellbeing, subjective wellbeing, and life satisfaction. WHOQOL (1995, p.1) defines QoL as a “*broad range concept affected in a complex way by the person’s physical health, psychological state, level of independence, social relationships and their relationship to salient features of their environment*”. The fourth approach to wellbeing is wellness. Wellness approaches have foundations in the counselling literature (Roscoe, 2009). This approach focuses on efforts aimed at making employees becoming aware of and making choices regarding fulfilling and healthy lifestyles. Although there are essential theoretical distinctions between these four categories, amid the analysis lies an integrated approach to improving the health and wellbeing of employees. Hence, Prilleltensky (2012) justifies the interchangeable use of wellbeing and wellness in order to avoid the medicalisation of wellness. Thus, wellness or wellbeing should be defined in the context of justice where the needs of people and the systems with which they interact with must progress concurrently and in equilibrium for the sake of healthy and fulfilling lifestyles.

The discussion in the previous section brings to the fore two essential theories that have an influence on workplace wellness. Firstly, the conservation of resources theory (COR) suggests that people seek to obtain, retain and protect personal resources at work (Avey et al., 2010). COR theory is significant for this study, as it highlights the

importance of employee motivation as a basis for decisions involving the extent to which employees acquire resources which are essential in meeting the demands of work. Secondly, the broaden and build theory provides a theoretical framework for understanding how positive emotions are positively correlated with positive organisational outcomes (Gilbert & Kelloway, 2014). From this discussion we can, therefore, deduce that an individual's ability to acquire and maintain resources is a means to an end that includes adaptation, coping and wellbeing. Hence, the COR theory and Broaden and build theory are of paramount importance in helping us understand the determinants of employee wellbeing. Thus, an integrative evaluation of employee wellbeing is built upon a multi-faceted approach which focuses on positive psychology and talent-centric approaches (Salanova et al., 2014). Moreover, there is a need to focus more on positive psychology where individuals are helped to develop their strengths and capabilities in order to flourish positively in the workplace (Carruthers & Hood, 2004; Johri & Misra, 2014; Jorgensen et al., 2013). The main conclusion drawn from the literature review on workplace wellness and its determinants is that the proper perspective on employee wellbeing depends on the type of wellbeing that is studied and that authors use the term "wellness" interchangeably with "wellbeing" (Cooke et al., 2016; Corbin & Pangrazi, 2001; De Simone, 2014; Van de Voorde, Paauwe, & Van Veldhoven, 2012; Zhang, 2018).

The following assumptions may thus be derived from the wellness/wellbeing literature discussed above:

- The terms "wellness" and "wellbeing" can be used interchangeably.
- The overall wellbeing of employees in an organisation, influences the creation of psychologically healthy workplaces
- Organisations should provide wellness initiatives and encourage employees to lead healthy lifestyles by focusing on the six dimensions of wellness as depicted in Figure 2.2.
- The key dimensions of wellness are occupational, physical, social, intellectual, emotional and spiritual wellness.

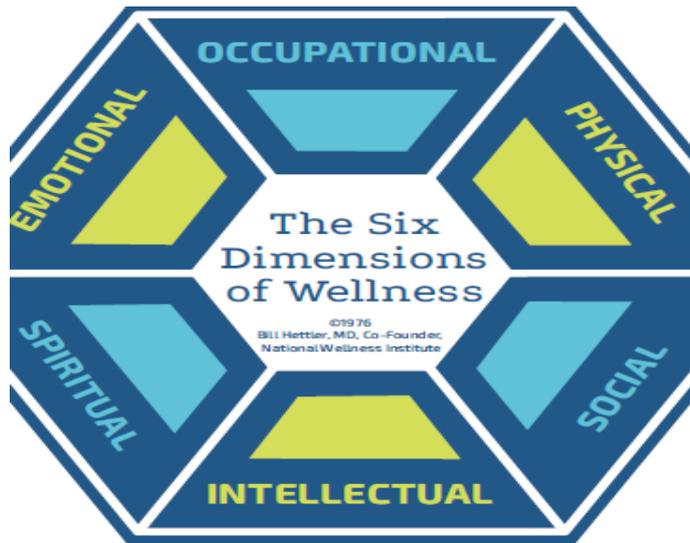


Figure 2.2 Hettler's Wellness Model
Source: Adapted from Hettler (1980)

- **Occupational wellness** – recognition of personal satisfaction happiness in one's life through their occupation or job.
- **Social wellness** – acknowledgement and acceptance of good relationships with others
- **Physical wellness** – employees' levels of health and energy
- **Intellectual wellness** – recognition of one's creative, stimulating mental activities
- **Spiritual wellness** – this dimension recognises the search for meaning the and purpose of human existence
- **Emotional wellness** – degree to which one feels positive and enthusiastic about one's self and life.

Based on this analysis, wellness is a multidimensional state of an individual which is facilitated by an inner drive, positive mind-set which leads to fulfilling and healthy lifestyles (Barnard, 2018; Corbin & Pangrazi, 2001; Meyer, Jayawardana, Muir, Ho, & Sackett, 2018). Thus, a conducive work environment and good relationships will have a positive effect on employee wellbeing/wellness interventions, which will ultimately lead to the success of the organisation and the effective management of talent, as depicted in Figure 2.3.



Figure 2.3 Interlinkage, Work Environment, Health, Wellbeing/Wellness and Management of Talent

Source: Researcher's own construction

2.3 Multilevel Analysis: Wellness as a Strategic Business Imperative for Talent Management

2.3.1 Micro-level Analysis

Employee wellbeing at the micro-level is concerned with providing employees with a set of motivating resources such as social support from colleagues and superiors, performance feedback, and opportunities for learning and development. Under these circumstances employee engagement is given a chance to thrive by providing a psychological state where employees feel they have an invested interest in contributing to organisational success and performance. To address this concept of work engagement, both work engagement and burnout may be integrated into an overarching comprehensive framework, that is, the Job Demands-Resources model (JD-R model) which was discussed earlier. The JD-R model is essential because it focuses on emotional wellness, the main attributes of which are emotional labour (the effort undertaken by an employee to express the organisationally desired emotions during interpersonal interactions) and burnout (exhaustion of physical or emotional strength or motivation emanating from stress or frustration), which are important variables in this research.

According to Bakker and Schaufeli (2008), the JD-R model comprises of two main processes. Firstly, health is seen as a process in which burnout either positively or negatively mediates the relationship between job demands and inadequate job resources. Secondly, engagement mediates the relationship between job resources and positive organisational outcomes, for example if job resources are available, they will enable an employee to perform their duties effectively and, thus, contribute to positive organisational outcomes. Bakker and Schaufeli (2008) further extended the JD-R model by developing the Comprehensive Burnout and Engagement (COBE) model, which comprises two psychological processes; namely, an energetic and a motivational process. The dynamic process links job resources with health problems

through burnout. Correspondingly, the motivational processes link jobs resources thorough engagement with organisational outcomes. Thus, job resources either motivate employees intrinsically by fostering employee development or extrinsically by promoting the achievement of work goals.

It should also be noted that the dimensions of burnout are conceptualised differently. This conceptualisation is contingent upon the emotional and physical demands of a job. Subsequently, burnout is then characterised by exhaustion, which is accompanied by distress, in which employees are unable to work effectively. However, job resources can improve wellbeing in employees through organisational support mechanisms. In some cases, chronic exhaustion can cause employees to become detached emotionally and cognitively from their work. It has also been found that these relationships are partly mediated by the satisfaction of the basic psychological needs of autonomy, competence and relatedness (Salanova et al., 2014; Schaufeli et al., 2008). Thus, a strong relationship exists between exhaustion and cynicism, which is strongly correlated with physical ill-health (Jorgensen et al., 2013). For instance, workaholics often fail to balance work and life demands which in turn affects their social wellbeing (Schaufeli et al., 2008). Hence, investment in good work practices that foster employee wellbeing and resilience is critical not only to support individual health and wellbeing, but also to improve the bottom line of an organisation (Cooper & Bevan, 2014). Given these points, although work engagement initiatives enable some employees to cope well with workplace challenges, others are unable to cope which leads to burnout, dysfunctional behaviours and psychosomatic illnesses such as stress.

2.3.2 Meso-level Analysis

The meso-level in this research specifically focuses on the productive energy of groups and teams in improving overall productivity. Productive energy addresses the extent to which group effectiveness assists employees in coping with new job demands and projects. More specifically, productive energy has either a negative or positive impact on organisational efficiency and effectiveness (Bruch and Ghoshal, 2003). This is attributed to the fact that competency levels of employees in an organisation have the potential to enhance productivity and performance in work groups. Accordingly, employees not only develop efficacy levels and group think but they also improve their social interaction skills. Although working as part of a group can be perceived negatively by employees with social integration challenges, it nevertheless remains an

activity which moulds social relationships (Mcgillivray, 2005). More importantly, employees are more likely to participate in wellness initiatives if they believe it is a norm in their organisation that is embraced by fellow employees. This notion is supported by Giberson and Miklos (2014), who found that social support systems and health education which promoted healthy lifestyles improved overall productivity and performance. Similarly, Salanova et al. (2014) in their research on wellness among different groups of employees, found that both job and personal resources influenced employee wellbeing. Their results highlight the fact that enthusiastic employees experience significantly more positive outcomes than less enthusiastic clusters. Thus, over-identification with organisational tasks and technology creates isolation that can lead to dysfunctional behaviour (Kriger & Hanson, 1999; Passey et al. 2018). Therefore, inter-organisational social interactions are impossible without encompassing a underlying expectation that employees work together harmoniously towards the achievement of organisational goals and objectives (Farrell & Geist-Martin, 2005).

In the final analysis, trust and group synergy are essential aspects of productive energy as they increase employees' ability to commit and engage long term in organisational interactions. The strength of a sense of coherence is related to cognitive-emotional-interpersonal and emotional knowledge, intelligence, interpersonal relational social support systems and macro-social-cultural norms which influence employee wellbeing (Cilliers & Ngokha, 2006). Without adequately addressing work group concerns, organisational relationships and routines will tend to be pervaded with deviant workplace behaviours and conflict. This will ultimately result in high levels of organisational ineffectiveness and dysfunctional behaviour such as social loafing and conflict in groups.

2.3.3 Macro-level Analysis

The macro-level of this research focuses specifically on the leadership and organisational system variables. These variables, in turn, focus on how employee wellness practitioners lead and promote wellness programmes. In order to avert dysfunctional behaviour in an organisation, managers need to ensure that there is an interlinkage between the culture and strategy of the organisation (Passey et al., 2018). However, because the contextual environment is always changing, the opportunity to integrate a culture of wellness with organisational strategy is often a challenge. This is attributed to the fact that some managers fail to align wellness initiatives with

contextual changes and they also assume that cultural shifts happen overnight. Yet, cultural shifts often take time (Berry, Mirabito, & Baun, 2010).

A paradigm shift has taken place in the environment in which employees in SA and worldwide currently function. The working environment is now more demanding, the employment relationships have changed, and this has resulted in the altering the type of work employees do and how they work (Rothmann, 2003; Sieberhagen et al., 2009). Consequently, some employees face the challenge of having diminished control of their choice of working conditions and practices. As a result, job insecurity has increased, accompanied by emotional exhaustion. Therefore, managers must implement practices that attempt to reduce costs and increase productivity. The effective implementation of these efforts to improve productivity is often challenged by a mentality that favours profitability over the welfare of employees. In such cases, the economic and personal value of a healthy and productive workforce is overlooked. Managers rely on measures of the energy levels, productivity and creativity of employees to measure organisational success.

A work environment with overwhelming demands that contribute to exhaustion is likely impact on employee performance and result in dysfunctional behaviour. Ultimately, under the employee wellbeing paradigm, workplaces are now recognised as places that can be good for, rather than toxic to, health and wellbeing (Danna & Griffin, 1999; McGillivray, 2005). Managers, as wellbeing champions, should focus on encouragement, education and mentoring in addition to organising and promoting local health events, as this can effectively improve organisational performance and productivity. In support of this notion, Žižek et al.'s (2017) research concluded that while leaders are responsible for designing and implementing wellness programmes, employees need to participate as well fully. Hence, leadership, employees' commitment to participate in wellness interventions and a favourable environment is of paramount importance to the successful implementation of wellness programmes.

2.4 Holistic Integration of the Micro, Meso and Macro-levels

The concept of positive psychology, which focuses on providing a climate for keeping employees healthy and resilient to hardships, is essential in employee wellbeing (Gilbert & Kelloway, 2014). Firstly, at the micro-level, we can examine positive traits in individuals such as human strengths and virtues, secondly, at the meso-level, we can examine institutional virtues that enable positive traits in individuals, and thirdly, at the macro-level, an overarching view of an organisation is obtained, including culture,

leadership, structure and systems. The micro, meso and macro-levels are interconnected, and they facilitate the development and presentation of positive traits which, in turn, enable positive subjective experiences.

As a result of organisational dynamics that continually infuse the management landscape, there has been a paradigm shift in the way individuals, groups and organisations recognise the dynamic and never-ending patterns of interactions and the contributions they make (De Klerk, 2005). Organisations benefit from an energised workforce when employees work well together and relationships are supportive and inspiring (Derman, Barkhuizen, & Stanz, 2011; McGillivray, 2005). HR professionals spend a great deal of their time formulating and managing the talent management process. While this is an essential aspect, their effectiveness in managing talent needs to be linked to the firm's strategies and talent strategy (Schuler et al., 2011; Singh et al., 2012). Moreover, evidence from research shows that there have been better-coordinated efforts to promote wellbeing; prioritising early intervention and improving prevention are some of the ways to ensure that the productivity and competitiveness of the workplace are maximised (Cooper & Bevan, 2014).

Programmes aimed at improving employees' wellbeing are often referred to as employee assistance programmes (EAPs), wellness programmes, wellness initiatives and health promotions. These programmes can be described as long-term organisational activities adopted and implemented to promote employee behaviour that will enhance the physical, mental and emotional wellbeing of employees (Field & Louw, 2012). However, in recent years there has been a considerable change regarding employee wellbeing, as the focus on wellness has shifted from aspects relating to health and safety to wellness as a lifestyle, which promotes the physical and psychological wellbeing of employees (Sieberhagen et al., 2009). Central to this argument is the fact that the demand for talent has become an issue of strategic performance. Therefore, without question, the effective implementation of employee wellbeing provides one of the most critical points of leverage in modern-day management systems. This is underpinned by the belief that effectively implemented wellbeing programmes focus on nurturing and developing talent, which then optimises positive employee performance.

The interface between wellness, wellbeing, talent and performance is depicted in Figure 2.4. Employee wellbeing is affected by a set of antecedent factors. Firstly, in an unsafe organisational setting a dangerous work environment may be created which, in

turn, negatively affects the health and wellbeing of employees (Sivapragasam & Raya, 2018). However, if a safe work environment prevails in an organisation it will have a positive impact on health and wellbeing. Secondly, the employee setting will play a role in determining the extent to which an employee will display indicators of high or low levels of health and wellbeing in an organisation (Gilbreath & Montesino, 2006). For instance, through the locus of control, an employee is empowered to determine the extent to which they can regulate events in their lives. Thus, an employee may moderate their stress levels for example, ultimately improving their physical wellbeing. The job setting will have a direct impact on health and wellbeing. For example, routine job tasks place strain on employee health, which may lead to decreased productivity (Meerding et al., 2005).

The interface between wellness, wellbeing, talent and performance depicted by Fig 2.4 also identifies two interrelated sets of health and wellbeing effects on performance. The first effect is on the physical, psychological and behavioural consequences. The second effect is on productivity, absenteeism and profitability (Danna & Griffin, 1999). Finally, talent management interlinks the antecedents, health and wellbeing and performance. Thus, an organisation will implement talent management strategies such as attraction, development, deployment and retention to improve the health and wellbeing of employees, which will ultimately have an impact on individual and organisational performance.

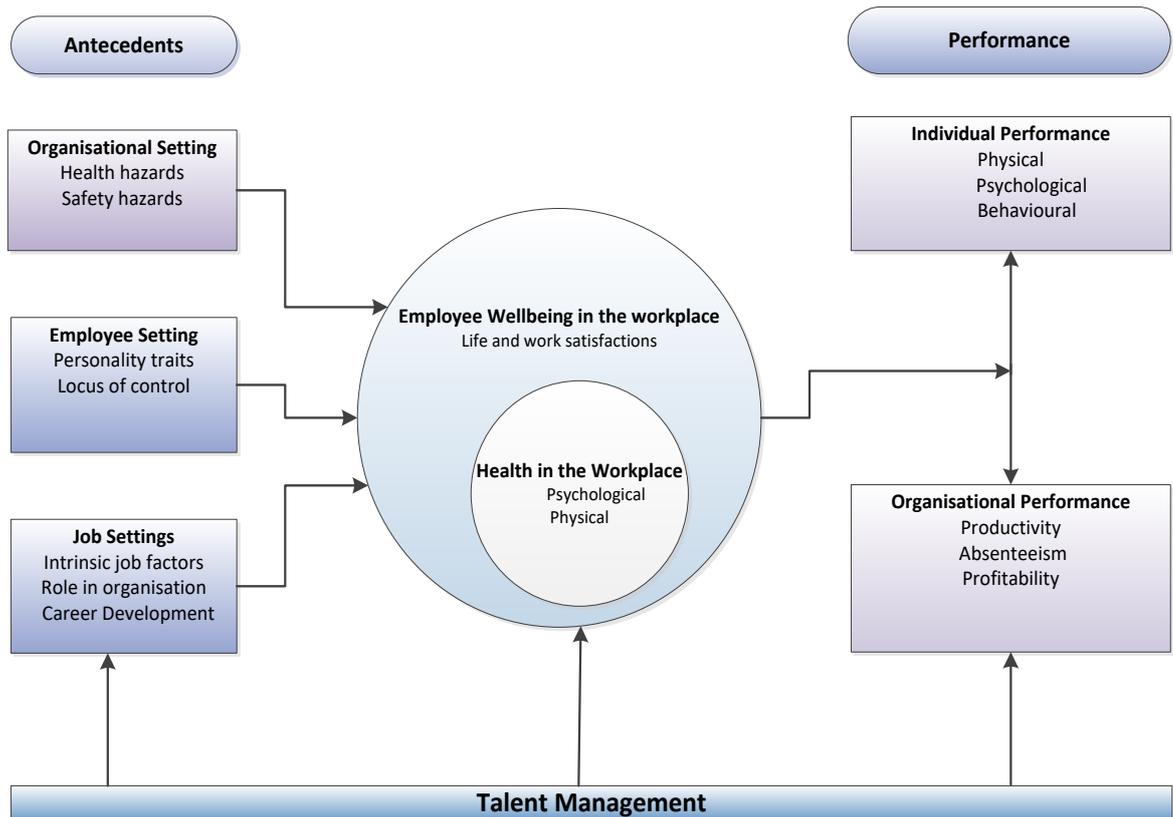


Figure 2.4 The Interface between Wellness, Talent and Performance
 Source: Adapted from Danna and Griffin (1999)

Research on employee wellbeing within the context of empowered employees is essential in organisations. Positive organisational behaviour studies, for instance, conducted by Avey et al. (2010) and Bakker and Schaufeli (2008), outline the importance of integrating wellness interventions and organisational outcomes. However, some employees interpret employee wellbeing messages in a way that is negatively related to organisational outcomes. This negative reaction is because they feel that participating in wellness is synonymous with conforming to organisational practices such as addressing the symptoms of workplace bullying and work overload. Thus, the negative reactions can be addressed at the primary, secondary and tertiary levels (Rothmann (2013). The levels are:

- *Primary level interventions* focus on adjusting or eliminating the dysfunctional effects of the workplace that influences the extent to which an employee adapt to their environment. In this case organisational change and development interventions are adopted. These interventions focus on culture and values assimilation and accommodation through educational programmes and counselling initiatives (Rothmann, 2013).

- *Secondary level interventions* focus on increasing awareness among individual employees with the use of cognitive behavioural approaches in improving their wellbeing (Rothmann, 2013)
- *Tertiary interventions* focus on the individual with the aim of improving their psychological wellbeing. The role is recuperative rather than preventative (Rothmann, 2013).

Wellness interventions at the primary, secondary and tertiary levels provide evidence supporting the notion that wellness programmes result in positive results for employees and the organisation. However, the fact that managers and employees use self-reporting techniques to assess the impact of wellness in their organisations is subjective and prone to bias (Sieberhagen et al., 2009). This is a challenge especially when awards and recognition are linked to these self-reports, more specifically in cases where an organisational reputation may be enhanced in the process. This ultimately affects the design of a wellness programme attempt to align or balance organisational health ideologies with individual health ideologies.

However, the development of positive organisational level structures that support robust development and individual-level approaches to wellbeing should also prioritise scientific rigour. Therefore, research may be necessary to address questions regarding the timing and appropriateness of individual level versus organisational level positive interventions (Gilbert & Kelloway, 2014). For this reason, some positive interventions need to be contextualised. For example, organisations faced with poor organisational structures may benefit most from focusing on organisation-led interventions rather than individual-led interventions. Pursuing this notion further, when organisations have a strong concern with identifying and dealing with problems, it can seem frivolous to devote resources to promoting positive experiences and flourishing at work (Gilbert & Kelloway, 2014). This raises an important question; shouldn't all employee wellbeing centric problems in the organisation be solved before trying to promote positive experiences? Furthermore, while organisational issues that negatively affect performance are being addressed, this process influences the physical and psychological wellbeing of employees. For instance, employees may have initial negative perceptions of positive interventions in the workplace, which may result in challenges such as low commitment and low morale. As a consequence, positive interventions result in a communication cycle in which organisations and employees continually inform one another about health (Farrell & Geist-Martin, 2005). This communication cycle encourages the evaluation of health ideologies. Firstly,

evaluation in the form of surveys or interviews gives employees the ability to enhance their wellbeing. Secondly, evaluations provide feedback on the effectiveness of employee wellness programmes, as well as having implications for short-term and long-term planning. Within this context, talent management becomes a driver for organisational success (Oladapo, 2014). For instance, Lalla-Edward et al. (2018) found that involving truck drivers in the planning and implementation of wellness yielded positive results for both the organisation and the truck drivers.

Organisations characterised by both financial success (profitability) and a physically and psychologically healthy workforce can, over time, maintain a psychologically healthy workplace (Attridge et al., 2013; Cooper & Bevan, 2014; Day & Randell, 2014). However, poor application of talent management practices negatively impacts on organisational outcomes (Barkhuizen et al., 2014). It is against this backdrop that managers should develop a learning organisation that will continue to allow the employee to develop, allow for ongoing coaching and feedback, and create an environment that is conducive to employee retention. However, when ideologies and identities are misaligned health is compromised and working well is at risk (Farrell & Geist-Martin, 2005). Thus, a holistically integrated multilevel analysis provides an opportunity for managers and employees to, firstly, value their contribution to the organisation and work groups, and maintain positive attitudes; secondly, for employees to work effectively in groups to enhance organisational performance; and thirdly, for managers to identify a conducive environment for employee wellbeing in which employees may thrive.

2.5 Conceptual Model

The conceptual model in Figure 2.5 outlines certain constructs in employee wellbeing and talent management adapted from Salanova (2012). As depicted by the model, the collective experience of wellbeing at work is a result of the combination of three interrelated elements: healthy organisational resources and practices, healthy employees/teams, and healthy organisational outcomes (Salanova et al., 2012). Healthy organisational resources and practices empower employees to perform well in the organisation. For example, through structural empowerment employees may have access to lines of information, support, resources in the work setting, and opportunities for learning and growth. Healthy employees are an integral aspect of the model, because through their employees, organisations can achieve their goals and objectives. For instance, through psychological empowerment employees feel confident that they can act and successfully execute their job demands. Healthy organisational outcomes will

notably be seen in the form of tangible benefits (such as profitability) and intangible benefits (such as organisational commitment). The extent to which healthy organisational resources and practices, healthy employees/teams and healthy organisational outcomes are integrated will influence the management of talent practices. Accordingly, strategies such as attraction, deployment, development and retention have become major contributors to employee wellbeing (Dinwoodie, Quinn, & McGuire, 2014). Furthermore, the management of talent results in a positive mind-set which is necessary for healthy employees. A positive mind-set results in improved emotional, psychological, physical and social wellbeing.

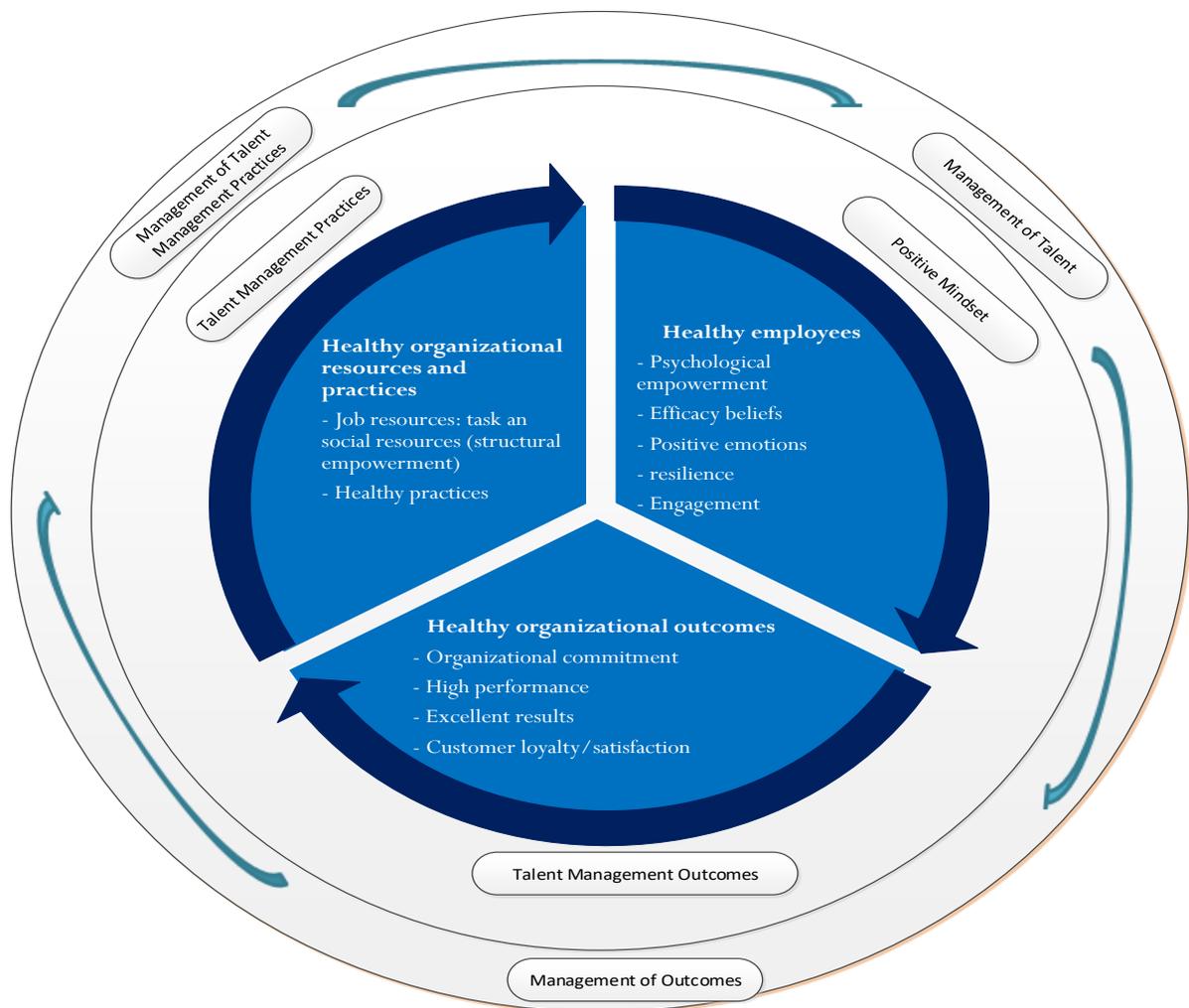


Figure 2.5 A Conceptual Model of Employee Wellbeing and Talent Management

Source: Adapted from Salanova et al. (2012).

Employee wellbeing is a multidimensional construct which includes, among other things, work, finance, emotional, physical, and social/community aspects. Individual support components include employee competitions, marketing and health education

designed to improve the culture of wellbeing (Giberson & Miklos, 2014). Employers should focus on cultivating employee passion to improve both employees' performance and their mental health. Fostering passion in employees, thus making them happy and satisfied, will benefit the organisation (Johri & Misra, 2014). Thus, Tarique and Schuler (2010) posit that there are exogenous and endogenous forces which affect the management of talent outcomes. Exogenous drivers include globalisation, demographics and demand–supply gaps, while endogenous drivers include the skills and competencies required by employees to perform well. These drivers will influence the extent to which organisations will attract talent, develop talent, and deploy and retain talent, thus having an impact on employee wellbeing.

Although every model has its weakness, it is imperative to critically evaluate the models that are chosen and not just to accept them as representing reality (Bell, 2010). By the same token, Thekiso et al. (2013) posit that the use of western models and measures of wellbeing in an African context may be problematic, as validity cannot be assumed due to ethical frameworks and sacred beliefs. However, given the background research conducted, the model used in this research (see Figure 2.5) is useful because a broad conceptualisation of employee wellbeing is used which includes discursive practices articulated in policy as well as in practice. Thus, the model encapsulates a holistic and contextualised understanding of employee wellbeing by focusing on contextualised individual and organisational outcomes. As a result, individual positive psychological conditions and the organisational environment influence managerial practices, the management of talent and organisational outcomes.

2.6 Gaps and Contradictions

2.6.1 Gaps Identified from the Literature Review

The following gaps have been identified from the research:

- There has been a general interest in the concept of employee wellbeing; however, there has been limited research on the viability of an overall healthy workplace and on the impact of such workplaces on employee and organisational wellbeing (Day & Randell, 2014). More research on new theories and measures for employee wellbeing is therefore needed from an African perspective, more specifically in South Africa. To entice and engage top performers in a tight labour market, HR professionals are being tasked to think outside the box and identify ways in which they should align organisational

strategies with HR strategies. This, therefore, calls for the need to explore integrated research that focuses on the facets of employee wellbeing (physical, social, emotional, and psychological) and talent management (attraction, deployment, development and retention).

- Berman, Bowman, West, and Van Wart (2019) highlight that managers need to be mindful of the trends in the external and internal environment, as these affect the way in which we attract, deploy, develop and retain employees. More research is needed on the economic, health and psychological components of wellbeing and to fully integrate the research and thinking of industrial psychologists (Giberson & Miklos, 2014; Schreuder & Coetzee, 2010).
- While the developed world wrestles with dropping birth rates and a rise in the number of people on retirement, emerging markets are producing a surplus of young talent (Guthridge et al., 2008; Tarique & Schuler, 2010). Thus, there is need for more empirical research on the adoption of talent management strategies and practices in emerging markets that considers different workplace generational values.
- A small body of literature incorporates the antecedents, consequences and benefits of a healthy workplace (Day & Randell, 2014). Andrews et al. (2019) argue that there is need to create holistic systems that improve employees' physical activity, exercise, mental health, social health, financial health and nutrition, as employee health is only infrequently a business priority. It should be acknowledged, however, that a growing number of employers in some countries are adopting measures aimed at promoting health and wellbeing among their employees. With regard to health-related wellbeing, there has been more support for the conflicting outcomes perspective than for the mutual gains perspective (Van de Voorde et al., 2012), ultimately resulting in the need for more contextual research to be conducted.

2.6.2 Contradictions Identified from the Literature

The following contradictions were identified in the literature review:

- Employee wellbeing is a subjective experience; people construe their perception of wellbeing and are psychologically well to the extent that they believe themselves to be. Hence, employee wellbeing is a primary resource with reciprocal effects on work-related outcomes. Thus, there is a contradiction between how work-related outcomes are perceived individually and collectively.

Therefore, the afore mentioned illustrates a research gap on the collective and individual dimensions of employee wellbeing and the associated impact on work-related outcome.

- Although the initial assessment of the relationship of positive resources such as psychological capital with employee wellbeing is important in our understanding of the impact on wellbeing. Nevertheless, clarification is needed on the extent to which social resources such as social support impact on employee wellbeing (Avey et al., 2010).
- Because investments in talent intangibles are expensed rather than capitalised, managers may try to raise short-term earnings by cutting expenditure on people development. For this reason, significant talent-embedded business goals, if not clearly articulated, will yield conflicting information with regard to ensuring that the organisation has competent and capable employees. Thus, Loon, Otaye-Ebede, and Stewart (2018) argue that the broad conceptualisation of psychological wellbeing has created challenges for many HR professionals on how to identify the direct and indirect constructs that support psychological wellbeing in the management of talent. Hence, the need for in-depth integrated research on wellness and talent management.

Based on this critical literature review the following hypotheses are proposed in Table 2.1 and Figure 2.5. The dependent variables (y) comprise the talent management attributes, talent attraction, talent development and talent retention, while the independent variables (x) comprise the employee wellbeing attributes, physical wellbeing, emotional wellbeing, psychological wellbeing and social wellbeing.

Table 2.1 Summary of the Hypotheses

Hypotheses	
H ₀ :	There is no statistically significant relationship between talent management and employee wellbeing.
H _a :	There is a statistically significant relationship between talent management and employee wellbeing.
H ₀₁ :	There is no statistically significant relationship between talent attraction and the following employee wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.
H _{a1} :	There is a statistically significant relationship between talent attraction and the following employee wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.

- H₀₂ There is no statistically significant relationship between talent development and the following employee wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.
- H_{a2} There is a statistically significant relationship between talent development and the following employee wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.
- H₀₃ There is no statistically significant relationship between talent retention and the following employee wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.
- H_{a3} There is a statistically significant relationship between talent retention and the following employee wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.
- H₀₄ There is no statistically significant relationship between Talent Management and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.
- H_{a4} There is a statistically significant relationship between talent management and the following employee wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.

Source: Author's own construction

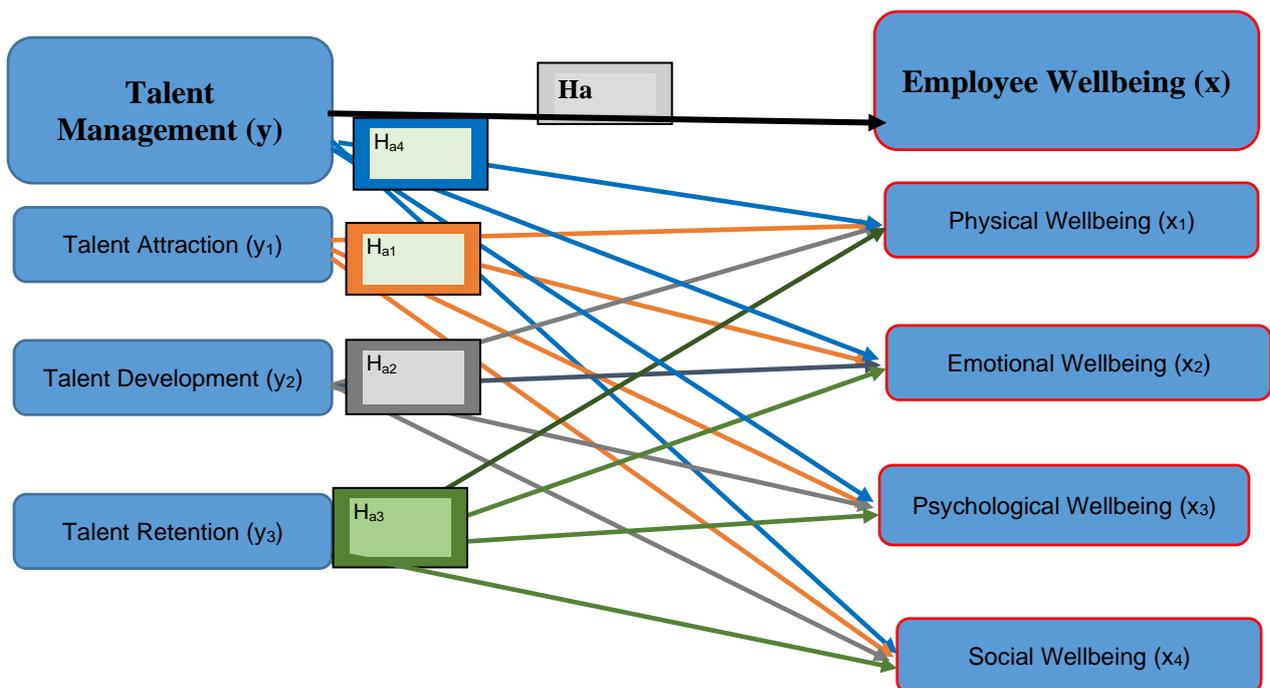


Figure 2.6 Hypothesis Model
Source: Author's own construction

2.7 Chapter Summary

This chapter provided a critical literature review of talent management and wellness, which led to the development of the contradictions, gaps and hypotheses for the research. The literature on employee wellbeing and talent management is characterised by several theories across a range of disciplines. Furthermore, the

literature identified the challenge employers face in motivating employees to adopt healthier behaviours and supporting them to maintain healthy lifestyles (Danna & Griffin, 1999; Meerding et al., 2005). Notably, employee wellbeing is important as engaged and committed employees contribute to organisational competitiveness. Thus, conceptually there is a need for a synergistic and multilevel holistic integration of talent management and employee wellbeing. Firstly, at the micro-level, the positive traits in individuals enables them to perform effectively at work. Secondly, at the meso-level, institutional virtues tenable positive traits within individuals. Thirdly, at the macro-level, an overarching view of the organisation is obtained in terms of employee wellbeing and talent management. For this reason, a clear priority for research is the continued refinement and specification of interdisciplinary frameworks for employee wellbeing (Danna & Griffin, 1999). In the next chapter, the research methodology of the study is presented together with the data gathering techniques applied. The objective is to explore on the way in which talent should be managed to enhance employee wellbeing at multiple levels.

CHAPTER 3: RESEARCH METHODOLOGY AND METHODS

3.1 Introduction

Research methodology is defined as the path to finding answers to research questions, while research methods refer to the ways in which information can be gathered from different sources (Anderson, 2004; Bryman & Bell, 2011; Dawson, 2009; Lewis, Thornhill, & Saunders, 2007; Sale et al., 2002; Scandura & Williams, 2000; Tashakkori & Teddlie, 2010). Stebbins (2010) posits that the main purpose of research is to relate theory to practice and at the same time contribute to the development of new theories and frameworks. This analysis brings to the fore certain insights which relate to the importance of a theory in research. A theory is defined by Eriksson and Kovalainen (2015, p. 41) as “*an explanation or an explanatory system that discusses how a phenomenon operates and why it operates as it does so*”. Although there are multiple definitions and varying perceptions of the term “theory” (Caracelli & Greene, 1993), the implication of this analysis is that research at doctorate level should encapsulate the notion of evaluating the richness of theories, and the degree to which they result in novel insights. In this chapter, the proposed research method will be discussed in terms of the research design, population, sampling methods, research instruments and data analysis procedures to be adopted.

3.2 Research Philosophy

According to Carr (2006), a research philosophy refers to the knowledge, nature and way in which data should be gathered and analysed. There are several theoretical paradigms that are discussed in the literature. These paradigms include, positivist, postpositivist, constructivist, interpretivist, transformative, emancipatory, critical, pragmatism and constructivist philosophies (Mackenzie & Knipe, 2006). Thus, clarifying the research philosophy is essential in helping the researcher to identify the appropriate research methods to adopt in research (Carr, 2006; Collis & Hussey, 2013; Lewis et al., 2007; Walliman, 2011). Some of the critical research philosophies in management are summarised in Table 3.1.

Table 3.1 Comparison of Research Philosophies

Research philosophy	Pragmatism	Positivism	Critical realism	Interpretivism/constructivism
Ontology	External, multiple view chosen to answer research question	External, objective and independent of social actors	Objective – exists independently but interprets through social conditioning	Socially constructed, subjective
Epistemology	Focus on practical applied research to help interpret the data	To discover universal laws and generalisations	To reveal different interpretations of the world as made by people	Subjective meanings motivating answers
Axiology	Researcher both objective and subjective	Neutral observer	Part of the research process	Part of the research process, is subjective
Data collection methods used	Quantitative and qualitative	Quantitative	Quantitative or qualitative	Qualitative and/or quantitative

Source: Walliman (2011); Saunders, Lewis, and Thornhill (2012)

Regarding Table 3.1, positivism views the world in terms of the assumption that the social world can be studied in the same way as the natural world. The pragmatic paradigm focuses on the what and how of the research problem (Sharp et al., 2011; Tashakkori & Creswell, 2008). Critical realism focuses on the objective of the research, with the philosophy existing independently, although it is interpreted through social conditioning (Mackenzie & Knipe, 2006). Following a critical evaluation of the paradigms, the most appropriate research paradigm for this research project was deemed to be interpretivism/constructivism, as it supports quantitative and qualitative data collection methods. This paradigm emphasises on the notion that knowledge emerges from the participants' view of what is being studied through social meanings such as language and shared meanings (Creswell & Clark, 2007; Eriksson & Kovalainen, 2015; Mackenzie & Knipe, 2006). In support of interpretivism, Shar and Corley (2006) argue that a rigorous interpretation of the phenomenon in research is enabled in such a way that theory development is possible. Thus, in this research, interpretivism/constructivism is ideal mainly because the research will explore

participants' perceptions and the essential attributes that contribute to the development of a multilevel wellbeing- talent management framework.

3.3 Research Approach

In this study, a mixed-method approach was adopted because it shares the goal of understanding the world in which we live in from both a quantitative and qualitative perspective. Furthermore, as noted by Wilson (1998), combining research methods is useful in wellness research because the complexity of phenomena requires data from many perspectives and, thus, it requires the use of a broad spectrum of qualitative and quantitative methods (Green, 2008; Sale et al., 2002). Therefore, employment of mixed methods research enriches and strengthens research in a complementary manner (Bryman & Bell, 2011; Onwuegbuzie & Leech, 2006). However, the structure that they impose is socially constructed. Thus, there are greater chances of obtaining the best results when these two methods are combined. By adopting a mixed method approach an individual can leverage the weaknesses and strengths of quantitative and qualitative research designs. In this research the typology of reasons for adopting mixed methods are depicted in Table 3.2.

Table 3.2 Typologies of Reasons for Mixing Methods

Reason	Explanation
Triangulation or greater validity	<i>In order to triangulate findings, the research integrated quantitative and qualitative research techniques.</i>
Offsetting or complementing	<i>By combining qualitative and quantitative data the researcher is able to offset the disadvantages to draw on the advantages of both.</i>
Explanation or development	<i>Quantitative results influenced the development and design of the interview guide.</i>
Credibility	<i>The integrity of the findings was enhanced when both methods are combined.</i>
Diversity of views	<i>When both methods are used divergent participant views can be combined.</i>

Source: Bryman and Bell (2011).

Mixed methods research should not be limited to the methodological levels of research, but it should be integrated with other research paradigms such as ontology and epistemology (Blaxter, 2010). Thus, adopting mixed methods helps to bridge the gap between quantitative and qualitative research (Johnson & Onwuegbuzie, 2004; Johnson, Onwuegbuzie, & Turner, 2007).

3.4 Research Design

The research design refers to the steps taken by researchers from the beginning to the end of a research study until the objectives of the study or the overall goals are accomplished (Dawson, 2009; Harrits, 2011). The two most popular research designs that are used when conducting a study are quantitative and qualitative research methods (Anderson, 2004; Lewis et al., 2007). On the one hand a quantitative research design is generally applied to data based on describing and counting (easily quantifiable data). On the other hand, a qualitative design deals more with data that had to do with the tracing of case causal processes (Tashakkori & Teddlie, 2010). This study utilises both qualitative and quantitative research methods. Research questions were formulated from theories and the review of literature. The design of the research follows an exploratory approach, which is depicted in Figure 3.1.

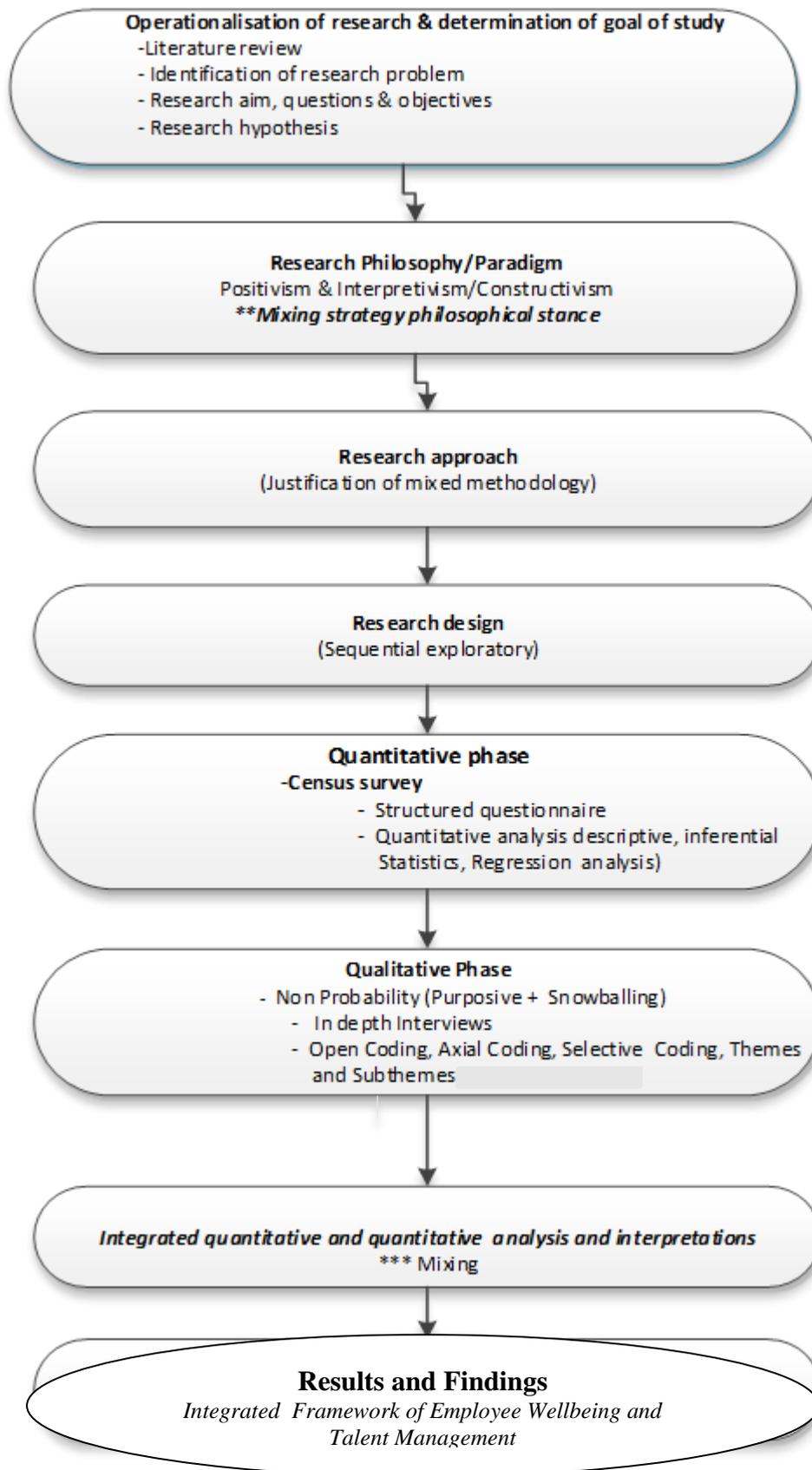


Figure 3.1 The research design process

Source: Adapted and developed from Dawson (2009), Lewis et al. (2007), Mackenzie and Krieger (2006)

According to Stebbins (2001, p. 4), “*exploratory research is a most useful and appropriate for subjective research where there is limited information available*”. The same approach was adopted by Thekiso et al. (2013) in their research on psychological wellbeing, physical health and quality of life in SA. The use of an exploratory approach allowed the researcher in the current study to identify the boundaries of the environment in which the problems, opportunities or situations of interest that are of paramount importance in the development of a framework for employee wellbeing and talent management exist. The main focus of sequential exploratory research is to ascertain fundamental issues and variables. The subsequent sections will explore in detail the population, sample, data collection methods and data analysis methods. According to Shah and Corley (2006) qualitative research might also follow quantitative research in the following situations:

- Where there is an attempt to explain the existence of an unexpected pattern in the data, or
- When a subject matter is not well understood theoretically.

Thus, this research fits within the confines of the situations highlighted by Shah and Corley (2006). As such, quantitative research questions address the research problem or issue, while qualitative data collection was used to explore important issues pertaining to employee wellbeing and talent management. Information from the quantitative phase was incorporated in the design of the qualitative questionnaire, thus allowing room for further exploration.

3.5 Population

A population refers to a collection of individuals for research purposes with a common characteristic (McMillan & Weyers, 2007). According to Eriksson and Kovalainen (2015) and Walliman (2011), researchers may find it impossible to cover every unit within the population when conducting their research. The reason for this is that research by its very nature involves a large population of subjects to be studied which renders it impossible to cover all units in that study. For this study, the population comprised of HR professionals registered with the SABPP. The main reason for choosing HR professionals registered with SABPP was mainly because of the specialist nature of the research; the research required participants to have knowledge of talent management and employee wellbeing processes in organisations. Accordingly, the population consisted of 1110 Chartered Human Resource Professionals (CHRP) registered with the SABPP according to the SABPP Annual

Integrated Report of 2015. The study employed an open population (census); in this case all 1110 registered CHRP constituted the population in order to generate rich and quality data.

3.6 Sampling

Blaxter (2010) defines sampling as a set of objects, occurrences or individuals selected from a population for research purposes. Furthermore, Anderson (2004) states that sampling is essential for the following reasons: it is much easier to conduct research on a smaller scale (studying a portion of the population, rather than the entire population) and it saves costs and time. There are two types of sampling, probability sampling and non-probability sampling. In probability sampling, each unit of the population has an equal chance of being selected for the sample (Dawson, 2009). In non-probability sampling, samples are selected based on the subjective judgements of the researcher (Walliman, 2011). It is of paramount importance to note that sampling issues within multilevel research are more complex (Costa et al., 2013; Hill, 1998; Kozlowski & Klein, 2000). Hence, the decision about sample size is subject to different analysis by researchers and there is no definitive answer as it depends on several considerations. One of the most essential considerations being the fact that it is the absolute size of a sample that is important, not its relative size (Bryman & Bell, 2011).

a) Quantitative Research

Stratified sampling was adopted for the quantitative phase of the study. The advantage of stratified sampling is that it assumes that the resulting sample will be distributed in the same way as the population in terms of the stratified criterion (Bryman & Bell, 2011). Thereafter, purposive sampling was selected to identify the sample for research. The main goal of purposive sampling is to focus on certain specific characteristics of a population that address the research questions (Alvesson & Deetz, 2000; Carr, 2006; Lewis et al., 2007). Expert sampling, a form of purposive sampling, was used as this is important when one intends to capture knowledge rooted in a particular form of expertise. Since my study aimed at relating theory to practice and using the techniques of systematic enquiry to gather data to inform planned actions, purposive sampling and stratified sampling were therefore applicable. In determining the sample, principles of confidence levels and margins of error were taken into consideration. A confidence level describes the accuracy levels of how a population will select an answer in a research study (Tashakkori & Teddlie, 2010). A confidence level of 95% and a margin of error of 5% are typical observations of a standard survey

(Barlett, Kotrlik, & Higgins, 2001). Table 3.3 illustrates the multistage sampling method. Thus, as depicted in Figure 3.2, the estimated sample size for a population of 1110 is 286. However, we need to take into cognisance factors such as non-response which may arise, therefore the revised estimated sample size for this research was 250 respondents in order to accommodate non-response.

Table 3.3 Multistage Sampling Method

Stage	Sampling method	Multistage Sampling Process
1	Census	Identify the registered HR professionals (1110)
2	Stratified sampling	Classify the professionals according to sector (public or private sector)
3	Purposive sampling (expert sampling)	Consider professionals according to occupational/managerial level

Determine Sample Size

Confidence Level: 95% 99%

Confidence Interval:

Population:

Sample size needed:

Figure 3.2 Estimated Sample Size

Source: Survey System (2015)

b) Qualitative Research

In qualitative research, the research the characteristics and objectives of the study population determines how many participants to select for a research study (Mason, 2010; Sale et al., 2002). It is also important to note the importance of saturation in qualitative research. While saturation plays an important role when deciding on sample size, the idea of saturation is also helpful at the abstract level, as it provides practical guidelines for estimating sample sizes for research prior to data collection. The practical guidance for determining sample sizes are depicted in Table 3.4.

Table 3.4 Saturation and Research Paradigms

Paradigm	Sample size
Ethnography and ethnoscience	30–50 interviews (Morse, 1994, p. 225; Bernard, 2000, p. 178)
Grounded theory methodology	20-30 interviews (Creswell, 1998, p. 64); 30–50 interviews (Morse, 1994, p. 225)
Phenomenology	25 interviews (Creswell, 1998, p. 64); at least 6 interviews (Morse, 1994, p. 225)
All qualitative research	15 is the smallest acceptable sample (Bertaux, 1981, p. 35, adapted from Guest et al., 2006)

Source: Mason (2010: 3)

While some researchers offer guidelines for estimating qualitative samples sizes, there is evidence that suggests that some researchers do not strictly adhere to them, for example, Thomson (cited in Mason, 2010) conducted a review of fifty research articles on samples sizes for grounded theory research. The main findings from the research revealed that sample sizes ranging from five (5) to three hundred and fifty (350) participants were considered as acceptable for grounded theory research. Furthermore, Bryman and Bell (2011) justify the use of a single respondent to represent an organisation, in the sense that it is common practice in an HRM or business survey for one respondent to be asked to be interviewed about organisational issues. The disadvantage that may arise is that if the respondent is a senior manager, he or she may be inclined to represent organisational practices in a way that portrays them more favourably. Thus, there is a need to include diverse participants.

Purposive sampling was the primary sampling method utilised. With this technique, participants were grouped according to their HR professional level and sector. A snowballing technique was used as the secondary sampling method. This technique enabled participants with whom contact had already been established to refer to other participants who met the required criteria and who could potentially participate in or contribute to the study. Twelve participants were selected for the qualitative phase. However, only ten were interviewed due to the unavailability of the other participants.

3.7 Data Collection Methods

a) Quantitative Research

The data collection instrument that was used to gather data from participants for the quantitative study was a questionnaire. Anderson (2004, p.213) defines a

questionnaire as “a document with a standardized procedure, pre-coded, containing both closed-ended and open-ended questions that sets out questions to be asked in a formal way in order to get the required information”. Data can be classified according to the way in which it was collected or in terms of intrinsic properties. When researchers collect their own data for the purpose of a study that data is called primary data (Neuman & Robson, 2012). Questionnaires do not require direct personal contact with respondents. The main options of distributing questionnaires are: -

- Email questionnaires
- Web-based surveys
- Postal, self-administered questionnaires
- Delivered and collected, self-administered questionnaires

Self-administered questionnaires are defined by Walliman (2011) “as involving a direct and face to face meeting between the researcher and the respondent”. One of the many reasons why self-administered questionnaires are popular with researchers is that they guarantee the anonymity and privacy of the participants, thus encouraging honest responses. They allow for sensitive data such as age and level of position to be disclosed by participants because of the anonymity and confidentiality principle that must be given as a guarantee by the researcher. Lastly, self-administered questions are easy to work with since they do not require a lot of time to complete and cost less to use. In designing the questionnaire for this research the following research-related issues were taken into consideration (Anderson, 2004; Lewis et al., 2007; Mackenzie & Knipe, 2006):

- The objectives of the study.
- Theoretical basis of the study

The questionnaire comprised of three parts: the first part sought biographical information about the participant, for example age and gender, as well as other related information. The second part involved employee wellbeing while, the third section related to talent management. The responses were measured using a five-point Likert-type scale.

Lewis et al. (2007) suggest that the following checklist should always be in place when assessing whether a question should be asked or not:

- Is the question valid and is it within the scope of the research?
- Will the respondent be able to respond to the question, clearly and straight to the point?

- Is there any ambiguity in the way questions are structured?
- Will the respondent be keen to answer the research questions?
- Is the question ambiguous; is the researcher intending to ask this or does it in fact ask something else? This type of questioning could confuse respondents who would end up giving inaccurate responses rendering the information useless and misleading because it would lead to false results.

Quantitative research questions tend to be very specific in nature. Moreover, most quantitative questions fall into one of the three categories which is depicted in Figure 3.2: (Onwuegbuzie & Leech, 2006).

1. Descriptive (seek to quantify responses)
2. Comparative (comparing two or more outcome variables)
3. Relationship (trends between or among variables).

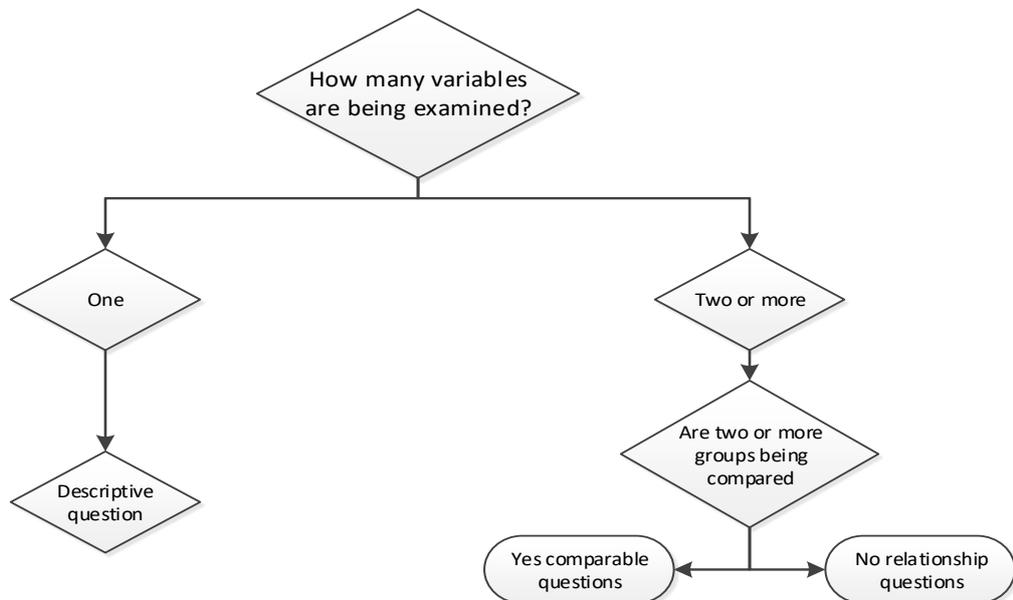


Figure 3.3 Typology for developing questions for quantitative study
Source: Onwuegbuzie and Leech (2006: 481)

The questionnaire was administered online through the Survey Monkey platform. Informed consent was obtained prior to respondents completing the questionnaire. The questionnaire was expected to take 30 to 45 minutes to complete.

b) Qualitative Research

Qualitative research questions focus on exploring and discovering the subjective experiences of participants. The questions are confined within a specific context where the participants construe meanings and the questions may also be comparative in nature (McMillan & Weyers, 2007; Onwuegbuzie & Leech, 2006). Consent from participants was obtained prior to commencing the research. In the interviews, participants were asked to comment on employee wellbeing and talent management focusing on the following dimensions:

- Elements of employee wellbeing that should be integrated in a talent management framework
- The talent management process
- The role of managers in fostering employee wellbeing when managing and enhancing the talent of individuals
- The ideal organisational environment essential for developing a multilevel employee wellbeing framework for managing talent.

A qualitative approach involves a socially constructed reality that defines the relation between the researcher and the topic under study. When limited knowledge is available and inadequate theoretical support exists to promote phenomena, the development of hypotheses, precise definitions and research questions may become impossible. In such scenarios, a qualitative research approach is most suitable to adopt owing to its exploratory nature. The interviews aimed to uncover new qualitative knowledge and probe deeply into the research on wellness and talent management. One major advantage of interviews is that rich data can emerge from the in-depth discussion (Preece, 1994) and therefore semi-structured questions were adopted. Semi-structured questions combine predetermined sets of open questions that prompt discussions and offer opportunities for further exploration. Interviews were structured in a way that allowed several viewpoints at a time and to observe the outcomes of open and dynamic discussions among participants (Blaxter 2010; McMillan & Weyers, 2007). Furthermore, using this approach, new ideas and knowledge can be used to facilitate further investigation. However, the drawback to adopting this research approach, as stated by Myers (2009), is that in qualitative research results are difficult to generalise to a much larger population group. In addition, the findings are mostly subjective and rely heavily on the researcher's judgement and interpretation, which may be prone to bias and can be altered. Bias can be influenced by many factors

including personal beliefs and background knowledge. This drawback was mitigated by the fact that the research was a mixed methodology study.

3.8 Data Analysis Plan

According to Creswell (2008), data analysis may be defined as “*converting raw, meaningless information into meaningful data that can be analysed and meaningful decisions can be made*”. Therefore, from the above definition, it can be concluded that data analysis is about coding and editing that data that was gathered by the researcher.

a) Quantitative Data Analysis Plan

The process of quantitative data analysis involves sifting through all questionnaires that were completed, followed by the removal of spoilt ones; from there the process of coding starts (Harrits, 2011). For this study, SPSS software was used to illustrate many relationships among the variables being studied graphically. A variety of methods, which included pie charts, descriptive statistics and regression analysis, were adopted. Some of the methods are explored in Table 3.5.

Table 3.5 Types of Quantitative Analysis

Analysis	Explanation
Descriptive statistics	Descriptive statistics refer to variable frequencies, averages and ranges. Examples include:- percentages, ratios, measures of central tendency and standard deviations.
Inferential statistics	Inferential statistics assess the significance of data and results. Examples include: -hi square, kolmogorov-smirnov.
Simple interrelationships	Simple interrelationships focus on the correlation between two or more variables
Multivariate analysis	Multivariate analysis focus on the interlinkages between two or more variables. Examples include: - correlation analysis, regression analysis, analysis of variance, factor analysis

Source: Blaxter (2010: 238–241)

b) Qualitative Data Analysis

In qualitative research although the use of software programs such as NVIVO makes it possible to manage a large number of qualitative data, it does not take away the

requirement to think in a logical, evaluative and systematic way as part of the analysis process. Hence, despite the fact that software packages organise data, the initial conceptualisation and its interpretation process remain the province of the person undertaking the investigation (Anderson, 2004; Creswell, 1998; Onwuegbuzie & Leech, 2006; Sale et al., 2002).

The transcribed notes from the interviews were analysed using Tesch’s inductive thematic analysis technique. Neuman and Robson (2012) state that themes can be developed using a deductive or inductive approach. Inductive analysis is a coding process that does not attempt to fit the data into a pre-existing coding frame, or to the researcher’s analytic preconceptions (Morse, 1994; Wilson, 1998). Qualitative analysis most frequently uses thematic analysis as the data analysis method because it is a simple, less time-consuming and flexible method (Caperchione, Reid, Sharp, & Stehmeier, 2015). Ideas (codes) derived from the transcriptions were highlighted. Similar topics were grouped together and placed in columns that were arranged into themes, subthemes and categories. Thereafter, the data were categorised and the final report written up. This process is illustrated in Table 3.6.

Table 3.6. Inductive Thematic Analysis

1. Data familiarisation
2. Generation of codes
3. Generation of themes
4. Review of themes
5. Identifying and naming categories
6. Final Report

Source: Mills, Durepos, and Wiebe (2009)

c) Integrated Quantitative and Qualitative Data Analysis

Regarding the consolidation of the quantitative and qualitative data analyses, Onweegbuzie and Teddlie (cited in Onwuegbuzie & Leech, 2006) and Caracelli and Greene (1993) maintain that when analysing quantitative and qualitative data within a mixed methods framework, researchers undergo at least some or all of the following seven stages, which will be adopted in this research:

1. *Data reduction* – reduction of numerical and alphabetical data into simplified forms
2. *Data display* – visual and pictorial presentation of data.
3. *Data transformation* – (optional stage) qualitisation stage where qualitative data is transformed into quantitative data or quantitative data is transformed into qualitative data.

4. *Data correlation* – involves quantitative data being correlated with qualitative data or qualitative data being correlated with quantitative data.
5. *Data consolidation* –Combining quantitative and qualitative data to create new or merged variables or data sets.
6. *Data comparison* –Comparing and contrasting data from the qualitative and quantitative data sources.
7. *Data integration* –quantitative and qualitative data are unified into either a coherent whole or two separate sets of data.

However, there are situations where the research question includes both qualitative and quantitative research elements, in this case there is a need to pay careful attention to the data integration process. Thus, the research design becomes descriptive, as such the most appropriate data integration technique to adopt is data comparison (Caracelli & Greene, 1993).

3.9 Pilot Study

A pilot study is very important, mainly because it gives researchers a chance to work through a researcher's approach to identify inconsistencies and weaknesses; it also helps to decide which background demographic information will be required to correlate with participant responses (McMillan & Weyers, 2007; Sale et al., 2002). Thus, a pilot study will be conducted for this research. The extant literature suggests that a pilot study sample should be 10% of the sample projected for the main study (Barlett et al., 2001; Hertzog, 2008; Hill, 1998; Johanson & Brooks, 2009; Julious, 2005; Mason, 2010). In addition, both Dawson (2009) and Mackenzie and Knipe (2006) suggest 10 to 30 participants for pilots in survey research. However, Tashakkori and Teddlie (2010) argued that various factors need to be taken into account such as the size and population of the study before determining a sample size. Based on this analysis a pilot study was conducted in November 2016 and the following steps were taken into account:

- Identification of the target group
- 10% of the total sample size of the main study (based on the results of multistage clustering).

3.10 Ethical Conduct and Research Rigour

The ethical conduct of research is very important in any field of study (Anderson, 2004; Blaxter, 2010). Although it is essential to reduce bias as far as possible, it can arise as

a result of subconscious decision(s) on the part of the researcher, which can mean that the individuals selected or the purpose of the research does not represent the population, or that the values of measurement associated with them are skewed. Therefore, in this research the researcher followed the following steps: -

- Obtained ethical clearance from North-West University (Mafikeng Campus)
- Obtained permission from the SABPP
- Informed participants about the research (explanatory statement)
- Obtained clearance from participants to use the information they provided in the research; this is especially important when this is reported externally (informed consent)
- Recorded participants' information appropriately as per university policy – de-identification of participants' names or use of pseudonyms in the research.
- Obtained approval from participants before recording their input and guaranteed confidentiality and the destruction of recorded audio/video material after transcription.
- Maintained the confidentiality of the research
- Anonymity – Participants names were de-identified.
- All information sources were acknowledged, thus avoiding plagiarism, respecting intellectual property rights and maintaining integrity in research (Blaxter, 2010).

In research, it is necessary to consider the reliability and validity of data. Reliability is the extent to which similar results would be obtained on all similar occasions. Validity is a judgement about whether the data really provides evidence on what it is supposed to be about (Lewis et al., 2007). although reliability and validity are methodically distinguishable, they are interrelated because validity presumes reliability. This implies that if the answer is not reliable then it is not valid; if the measure is not stable over time, it simply cannot provide a valid measure (Mackenzie & Knipe, 2006). Of importance is the fact that the underlying assumptions of the quantitative and qualitative paradigms result in differences which extend beyond philosophical and methodological debates (Yasin, Yunus, Rus, Ahmad, & Rahim, 2015). In this exploratory research rigour was important for answering a number of methodological questions which were adapted from insights raised by Anderson (2004), Bryman and Bell (2011), Dawson (2009), Harrits (2011), Johnson and Onwuegbuzie (2004), Johnson et al. (2007), Lewis et al. (2007), Mackenzie and Knipe (2006), Sale et al.

(2002), Tashakkori and Creswell (2008), and Tashakkori and Teddlie (2010): The questions are as follows:

- Did the qualitative and quantitative data collection tools yield require results?
- To what extent were the research question answered?
- To what degree did the tools maximise the chance of producing data with apparent patterns and meanings?
- To what extent did the analytic strategies maximise the potential for finding relationships among themes and topics?
- Finally, what standards of evidence are required to ensure readers that results are supported by the data?

a) Research Rigour for Qualitative Research

Qualitative research is a diverse field that encapsulates a wide variety of approaches that have been developed within different theoretical and philosophical frameworks (Eriksson & Kovalainen, 2015). It is for this reason that Lincoln and Guba (cited in Shah & Corley, 2006) highlighted that interpretation of meanings, validity and reliability do not apply in the same manner as quantitative research. Thus, credibility, transferability, dependability, and confirmability are used differently as depicted in Table 3.7

Reason	Explanation
Triangulation or greater validity	In order to triangulate findings, the research integrated quantitative and qualitative research for the purposes of joint verification.
Offsetting or complementing	Both quantitative and qualitative research have their own advantages and disadvantages, therefore by combining them the researcher is able to offset the disadvantages to draw on the advantages of both.
Explanation or development	The researcher is able to use one method to describe the findings and results produced by the other.
Credibility	The integrity of the findings is enhanced when both methods are combined.
Diversity of views	When both methods are used divergent participant views can be combined.

Table 3.7: Techniques Adopted to Ensure the Trustworthiness of Qualitative Research

Source: Lincoln and Guba (1985, cited in Shah & Corley, 2006, p. 25).

The following strategies were adopted in this study:

- *Credibility* –checking the notes from the interviews with interview recordings

- *Transferability* – transferability is attained when the researcher provides a thick description and a theoretical strategy that describe in depth the study events in such a manner that the reader can feel that they experience the events described. This study provided adequate and sufficient details which will allow the readers to visibly comprehend the study.
- *Dependability* –Evaluating data collection, analysis and theory building processes.
- *Conformability* – the researcher applied the criterion of neutrality so as not to influence the research by using the code-recode procedure. This is outlined in the coding process.

b) Research Rigour for Quantitative Research

In quantitative research the results of the research should correspond with the phenomena being measured (Dawson, 2009). Caution should be taken to monitor fluctuations of results, if this happens it means that the research instrument is measuring different phenomena at different times (Bryman & Bell, 2011). This will ,therefore, imply that research instrument is lacking internal validity and the measures are not valid. In this study, reliability and validity tests were conducted in order to improve research rigour. However, owing to the nature of human beings, 100% reliability cannot be guaranteed in any study, as individual perceptions are central in most studies involving a qualitative dimension (Johnson et al., 2007). Nonetheless, to ensure internal and external validity, relevant questions in the context of employee wellbeing and talent management were asked in the survey and statistical tests confirmed that the tools used to analyse the data were valid and reliable. The reliability of the questionnaire was evaluated by Cronbach’s alpha coefficients which statistically measures how closely related a set of items are as a group.

3.11 Expected outcomes

This research was aimed at illustrating how the multilevel holistic integration of talent management and employee wellbeing plays a pivotal role in enabling human resource professionals, line and staff managers to execute their roles effectively. The outcomes of this study were:

- Establishing the way in which employee wellbeing should be integrated to support the drive for talent management from multiple level perspectives.

- The development of a multilevel talent-wellbeing management framework for managing talent and optimising productivity and organisational performance.

3.12 Chapter Summary

This chapter has provided an overview of the methodology and the methods used by the researcher. Accordingly, the following were discussed in detail: the method used to conduct the study (methodology), the population and sample, the data collection methods and the data analysis procedure. The mixed-methods approach adopted in this study rests on the assumption that there are multiple approaches to social inquiry and that any given approach to social inquiry is inevitably partial, especially in research related to employee wellbeing. The following chapter, Chapter 4 presents the results of the quantitative research phase.

CHAPTER 4: ANALYSIS OF QUANTITATIVE DATA

4.1 Introduction

This chapter provides an analysis of the quantitative data phase of the exploratory sequential study on talent management and wellness in South Africa. First, a brief overview is provided of the pilot study which was of paramount importance in testing the research instrument prior to the commencement of the research. Second, the demographics of respondents including their gender, age group, ethnic group, and education levels are illustrated in the form of pie charts and bar graphs. Third, normality tests were conducted to demonstrate the distribution of the data collected. In addition, reliability tests were conducted to check whether the assessment tool (talent management and employee wellbeing questionnaire) produced stable and consistent results. Fourth, hypothesis tests were conducted using regression analysis by means of ANOVA tables. Pearson correlations were also done to check the variation between the constructs under investigation. Finally, a chapter summary is provided to consolidate points and provide an overarching view of the chapter.

4.2 Pilot Study

The pilot study on the questionnaire was done to determine whether it was reliable and valid. A total of 33 respondents participated in the pilot study; the sample size for the pilot study was consistent with the recommendations of research on the appropriate sample size for a pilot study as discussed in chapter 3. Accordingly, for survey research 10 to 30 participants are considered adequate (Dawson, 2009; Mackenzie & Knipe, 2006; Tashakkori & Teddlie, 2010). The participants comprised 31 HR professionals whose responses were used to check for content clarity and validity. In addition, two language editors with experience in this type of editing were employed to check for ambiguity, comprehension and clarity of questions.

The feedback from both the pilot questionnaires and the researcher's promoters helped to shorten and simplify the questionnaire for ease of use. Initially, the pilot questionnaire contained 54 items derived from the literature, rendering it too lengthy to complete online. Hence, following the pilot study, some of the questions were revised and others were removed. The final questionnaire for quantitative analysis comprised 49 items and was sent out online to the sample group to test its normality,

its reliability and the hypotheses (see Appendix E). The questionnaire comprised the following:

- Section A Demographics (7 questions)
- Section B Employee wellbeing (20 questions)
- Section C Talent management (18 questions)
- Section D Integration of employee wellbeing and talent management (4 questions)
- Section B and C responses were measured on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

4.3 Descriptive Analysis

4.3.1 Response Rate

The structured talent management and wellness questionnaire, which was distributed to participants online, resulted in 210 questionnaires being returned. The estimated sample size was 286 participants; hence, the study managed to achieve a response rate of $(210/286) \times 100\% = 73.42\%$, which is deemed to be acceptable. Baruch and Holtom (2008) state that a response rate of greater than 50% may be regarded as acceptable. The data was captured in the Statistical Package for the Social Sciences (SPSS) version 25 for further analysis.

4.3.2 Demographics

The demographic information of all respondents was captured by Section A of the structured questionnaire (see Appendix E). The data captured included gender, age, province, ethnicity, education, industry and work experience.

Gender

The participants in this study comprised a total of 129 (61.4%) female and 81 (38.6%) male respondents. As the percentages show, the female respondents outnumbered the male respondents, which is a true reflection of HR professionals in the South African work environment. Table 4.1 and Figure 4.1 present the frequency and percentages pertaining to the respondents' gender.

Table 4.1 Frequency Distribution for Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	129	61.4	61.4	61.4
	Male	81	38.6	38.6	100.0
	Total	210	100.0	100.0	

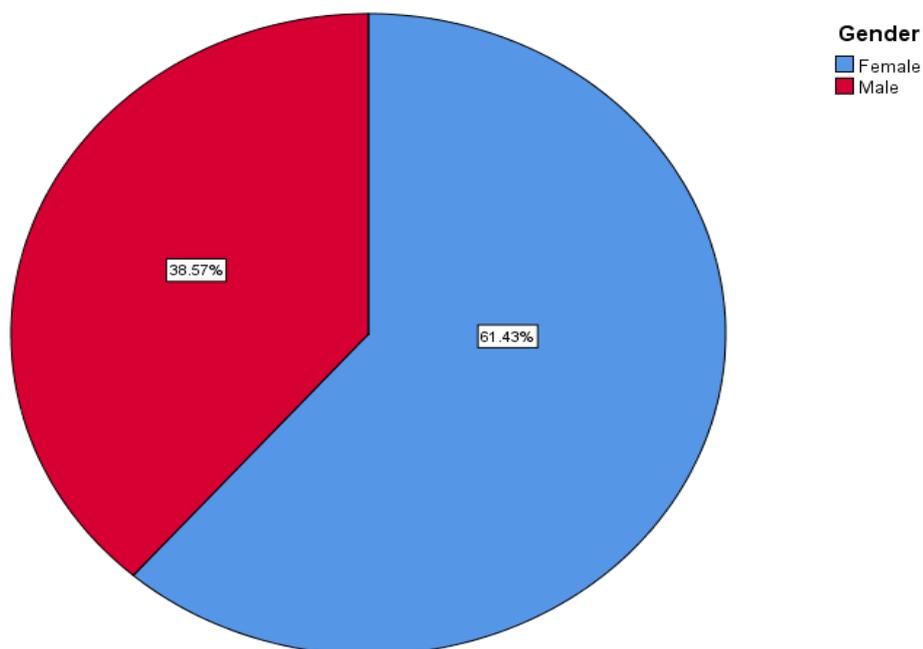


Figure 4.1 Gender Distribution

Age

The majority (78 or 37.1%) of the respondents fell into the age group 40 to 49 years, followed by 30 to 39 years with 60 respondents (28.6%), 50 to 59 years with 40 respondents (19%) and 20 to 29 years with 30 respondents (14.3%). A few of the respondents were aged between 60 and 79 and above 70, representing 0.5% each. Accordingly, the majority of the respondents were aged between 20 and 69, which represents about 99.5% of this study. This reflects the active age group of human resource professionals in South Africa. Table 4.2 and Figure 4.2 present the frequency and percentages of the respondents' age.

Table 4.2 Age Distribution

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20–29	30	14.3	14.3	14.3
	30–39	60	28.6	28.6	42.9
	40–49	78	37.1	37.1	80.0
	50–59	40	19.0	19.0	99.0
	60–69	1	.5	.5	99.5
	>= 70	1	.5	.5	100.0
	Total	210	100.0	100.0	

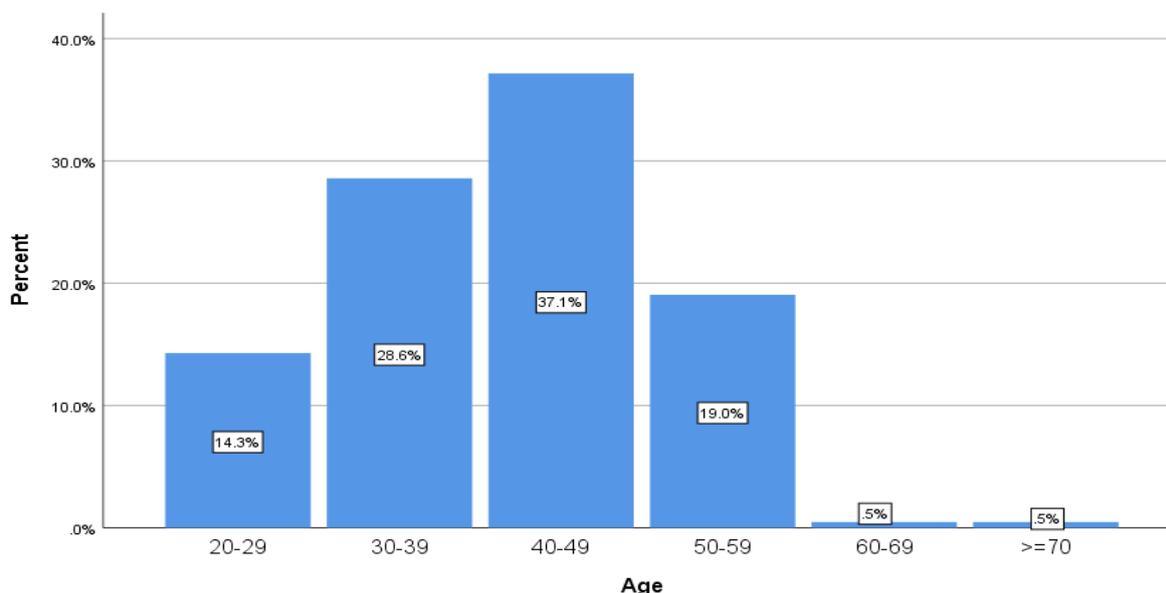


Figure 4.2 Age Distribution

Provinces representation of respondents

The majority of the respondents were from Gauteng (GP) with 112 respondents (53.3%). This was followed by the Western Cape (WC), Eastern Cape (EC), Free State (FS), KwaZulu-Natal (KZN), Limpopo (L) and North West (NW), with 22 (10.5%), 19 (9%), 12 (5.7%), 11 (5.2%), 13 (6.2%) and ten (4.8 %) respondents respectively. A minority of the respondents emanated from Northern Cape (NC) and Mpumalanga (MP) with six (2.9%) and five (2.4%) respondents, respectively. Table 4.3 and Figure 4.3 present the frequency and percentages of the various provinces in which the respondents were based.

Table 4.3 Provincial Representation of Respondents

		Province			
South African Provinces		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	GP	112	53.3	53.3	53.3
	WC	22	10.5	10.5	63.8
	EC	19	9.0	9.0	72.9
	FS	12	5.7	5.7	78.6
	KZN	11	5.2	5.2	83.8
	L	13	6.2	6.2	90.0
	NW	10	4.8	4.8	94.8
	NC	6	2.9	2.9	97.6
	MP	5	2.4	2.4	100.0
	Total	210	100.0	100.0	

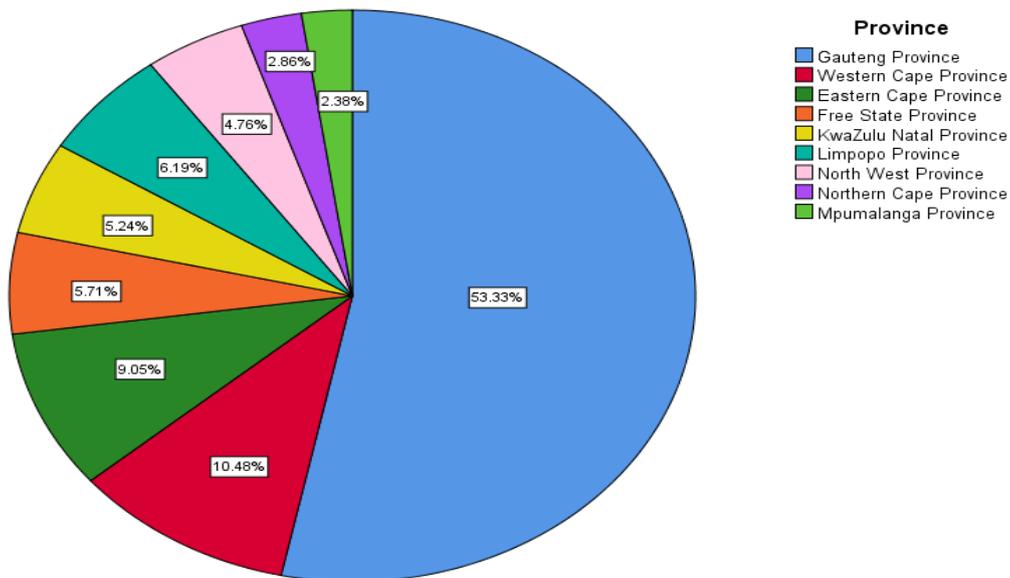


Figure 4.3 Provincial Representation of Respondents

Ethnicity

Five main ethnic groups are found in the South African workplace: Asian, black, Indian, white and coloured. The majority of the respondents were of black ethnicity, numbering 153 (72.9%), followed by whites with 42 respondents representing 20% of the study. The minorities among the respondents include the Indian, coloured and Asian ethnic groups, with seven (3.3%), six (2.9%) and two (1%) respectively. Table 4.4 and Figure 4.4 present the frequency and

percentages of the respondents' ethnicity. This representation is a true reflection of the demographics in South Africa.

Table 4.4 Ethnicity of Respondents

Ethnicity					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Asian	2	1.0	1.0	1.0
	Black	153	72.9	72.9	73.8
	Indian	7	3.3	3.3	77.1
	White	42	20.0	20.0	97.1
	Coloured	6	2.9	2.9	100.0
	Total	210	100.0	100.0	

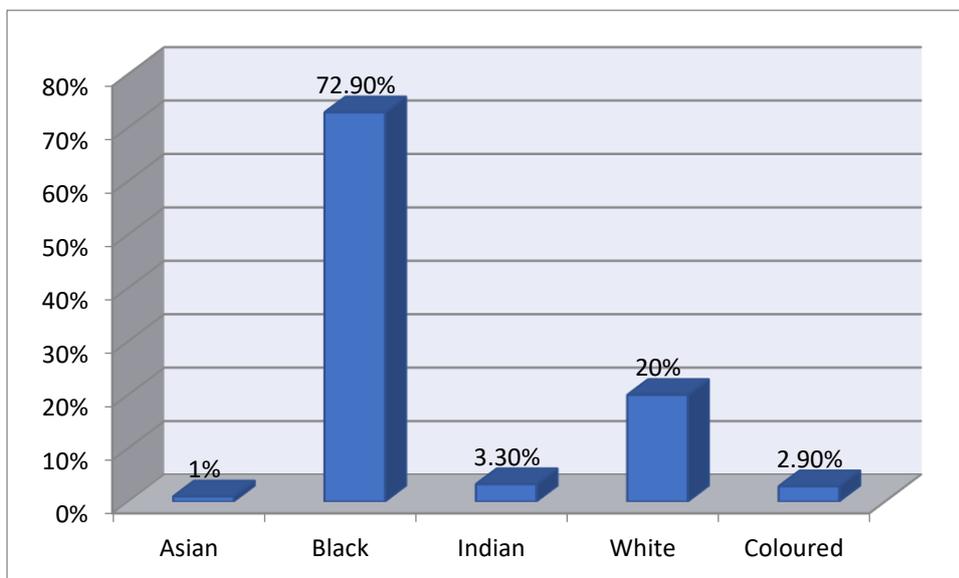


Figure 4.4 Ethnicity of Respondents

Education

With regard to the education demographics, the majority of respondents (61 or 29%) held bachelor's degrees. This is followed by master's degree and diploma holders with 47 (22.4%) respondents each. Honours degree holders ranked third with 41 (19.5%) respondents. Fourteen (6.7%) of the respondents held doctoral degrees. Table 4.5 and Figure 4.5 present the frequency and percentages of the respondents' educational background.

Table 4.5 Education

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	47	22.4	22.4	22.4
	Undergraduate degree	61	29.0	29.0	51.4
	Honours degree	41	19.5	19.5	71.0
	Master's degree	47	22.4	22.4	93.3
	Doctoral degree	14	6.7	6.7	100.0
	Total	210	100.0	100.0	

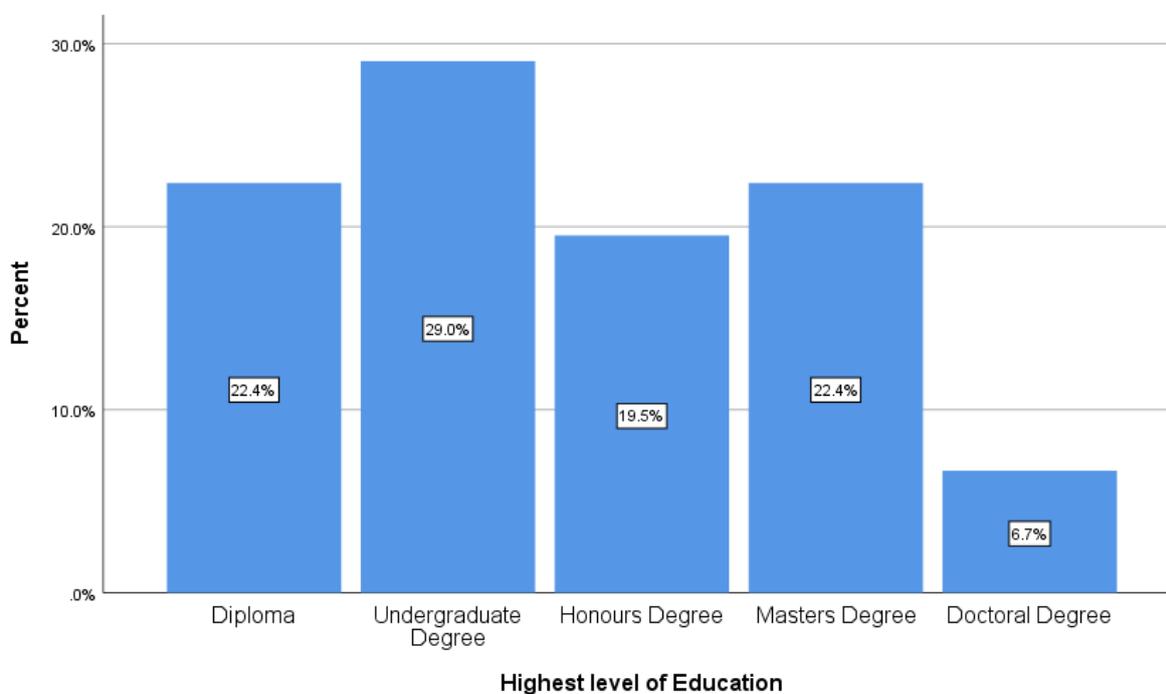


Figure 4.5 Education

Industry Segmentation

In the industry segment, 53 (25.2%) respondents were from the education sector. This was followed by the government with 26 (12.4%) respondents. The telecommunications sector ranked third with 23 (11%) respondents. A minority of the respondents emanated from the health, manufacturing, retail, mining, engineering and tourism and hospitality sectors with 20 (9.5%), 17 (8.1%), 16 (7.6), 12 (5.7%), 11 (5.2%) and ten (4.8%) respondents respectively. The NGO and the banking sectors are on par with eight (3.8%) respondents each. Similarly,

the automotive and construction sectors both had three (1.4%) respondents each. Table 4.6 and Figure 4.6 present the frequency and percentages of the industry represented by respondents.

Table 4.6 Industry Segmentation

		Industry			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Automotive	3	1.4	1.4	1.4
	Banking	8	3.8	3.8	5.2
	Construction	3	1.4	1.4	6.7
	Education	53	25.2	25.2	31.9
	Engineering	11	5.2	5.2	37.1
	Tourism and Hospitality	10	4.8	4.8	41.9
	Government	26	12.4	12.4	54.3
	Health	20	9.5	9.5	63.8
	Telecommunications	23	11.0	11.0	74.8
	Manufacturing	17	8.1	8.1	82.9
	Mining	12	5.7	5.7	88.6
	NGOs	8	3.8	3.8	92.4
	Retail	16	7.6	7.6	100.0
	Total	210	100.0	100.0	

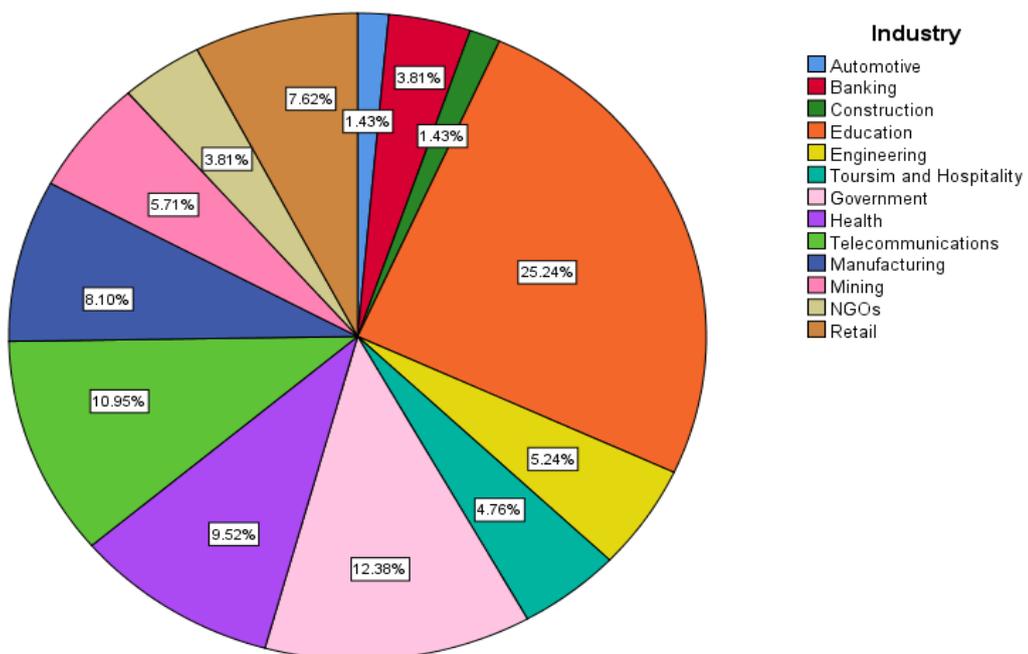


Figure 4.6 Industry Segmentation

Years of Experience in HRM and Employee Wellness

In this study, 60 (28.6%) respondents had one to three years' experience in HRM and/or employee wellness. This was followed by 55 (26.2%) respondents with four to six years' experience and 51 (24.3%) respondents with more than 10 years' experience. A minority of the respondents had seven to nine years' experience and less than one year of experience, with 23 (11%) and 21 (10%) respectively. Table 4.7 and Figure 4.7 present the frequency and percentages of the respondents' years of experience in HRM and employee wellbeing.

Table 4.7 Years of Experience

		Years			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1	21	10.0	10.0	10.0
	1-3	60	28.6	28.6	38.6
	4-6	55	26.2	26.2	64.8
	7-9	23	11.0	11.0	75.7
	>=10	51	24.3	24.3	100.0
	Total	210	100.0	100.0	

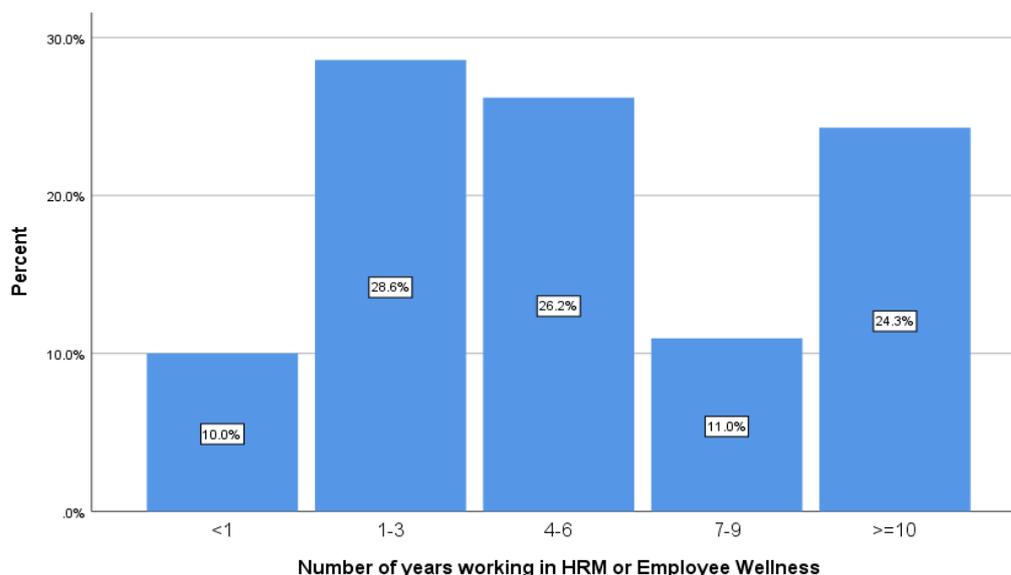


Figure 4.7 Years of Experience

4.4 Normality Tests

Normality tests were conducted to determine whether parametric or non-parametric methods should be used in the analysis of this study. According to Field, Miles, and Field (2012), parametric methods are used when the dependent variable is approximately normally distributed for each category of the independent variable, otherwise non-parametric methods should be used. Table 4.8 shows the mean (see Appendix F for mean distributions), standard deviation, skewness and kurtosis for each category of the independent variable (Employee Wellbeing): Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing. Although Field et al. (2012) and George and Mallery (2010) state that the skewness and kurtosis values should be somewhere in the range of -2.000 to +2.000 for data to be considered as approximately normally distributed, recently Westfall (2014) has posited that kurtosis values of -3.000 to +3.000 may be perceived to be normally distributed as depicted in Table 4.8

Table 4.8 The Mean, Standard Deviation, Skewness and Kurtosis of Each Category

Construct	Item	Mean	Std. Deviation	Skewness	Kurtosis
Physical Wellbeing (PW)	PW1	4.46	0.754	-1.853	4.759
	PW2	3.66	0.984	-0.656	0.022
	PW3	4.44	0.592	-0.671	0.340
	PW4	4.53	0.734	-2.249	7.176
	PW5	4.25	0.904	-1.448	2.332
Emotional Wellbeing (EW)	EW1	4.51	0.706	-1.644	3.494
	EW2	4.49	0.645	-1.582	4.813
	EW3	4.07	0.763	-0.614	0.237
	EW4	4.57	0.641	-1.801	5.093
	EW5	4.63	0.656	-2.545	9.452
Psychological Wellbeing (PWB)	PWB1	4.18	0.716	-0.799	1.473
	PWB2	4.02	0.793	-0.852	1.427
	PWB3	4.32	0.712	-1.242	3.370
	PWB4	3.62	0.931	-0.244	-0.095
	PWB5	4.42	0.632	-1.119	3.179
Social Wellbeing (SW)	SW1	4.19	0.732	-1.188	3.176
	SW2	4.34	0.664	-1.252	3.772
	SW3	3.72	0.854	-0.476	0.192
	SW4	3.64	0.865	-0.620	0.599
	SW5	3.51	1.047	-0.429	-0.319

The highest mean for the variable of physical wellbeing (PW) is PW4 at 4.53, while the lowest mean value is PW2 at 3.66. In terms of skewness, the highest value is PW2 at

0.656, while the lowest value is PW4 at -2.249, which indicates that the variables are normally distributed.

The highest mean for the variable of emotional wellbeing (EW) is EW4 at 4.63 while the lowest mean value is EW2 at 4.07. In terms of skewness, the highest value is EW3 at 0.614 and the lowest value is EW5 at -2.545, which indicates that the variables are normally distributed.

The highest mean for the variable of psychological wellbeing (PWB) is PWB5 at 4.42 and the lowest mean value is PWB4 at 3.62. In terms of skewness, the highest value is PWB4 at 0.244 and the lowest value is PWB5 at -1.119, which indicates that the variables are normally distributed.

The highest mean for the variable of physical wellbeing (SW) is SW2 at 4.34 and the lowest mean value is SW5 at 3.51. In terms of skewness, the highest value is SW5 at 0.429 and the lowest value is SW2 at -1.252, which indicates that the variables are normally distributed.

Accordingly, based on the analysis of normality, this study will use parametric methods such as correlation tests, regression tests and analysis of variance (ANOVA) for the next analysis.

4.5 Reliability Tests

Reliability tests were conducted to check whether the study managed to achieve the internal consistency. The Cronbach's alpha value is an important indicator of the reliability of any study. In addition, a Cronbach's alpha value of greater than 0.6 is ideally deemed to be acceptable to confirm that the study is reliable (George & Mallery, 2010; Hinton, McMurray, & Brownlow, 2004; Meeker & Escobar, 2014). All the constructs or variables of interest in this study were subjected to reliability testing and their results are shown in Table 4.9 to be above 0.6. Therefore, the instrument used for the study was found to be reliable and set to test what it was intended for.

Table 4.9. Summary of the Cronbach's Alpha of Each Scale

Code	Variable	Cronbach's Alpha	No. of Items
y	Talent Management	0.757	3
y1	Talent Attraction	0.630	6
y2	Talent Development	0.639	6
y3	Talent Retention	0.725	6
x	Employee Wellbeing	0.793	4
x1	Physical Wellbeing	0.610	5
x2	Emotional Wellbeing	0.722	5
x3	Psychological Wellbeing	0.725	5
x4	Social Wellbeing	0.676	5

4.6 Testing of Hypotheses

This section delves into the testing of hypotheses by focusing on correlation, linear regression and multiple linear regression tests. Multiple regression is a technique that is used to explore the relationship between one dependent variable and several independent variables (Bryman & Bell, 2011). Hence, in this study multiple regression was used to examine the relationship between talent management and employee wellbeing. The assumptions of multiple regression in this study use the rule of thumb proposed by Tabachnick and Fidell (1996); that is, that the sample size should be at least 106. In this study the sample size was 210. Hence it complies with the rule of thumb. In addition, there must be no multicollinearity or singularity of the data. For multicollinearity to be absent, all correlation values should not exceed 0.7 (Bujang, Sa'at, & Bakar, 2017; Field et al., 2012). Thus, we need to check whether multicollinearity exists between the independent variables and also determine the power of each independent variable in influencing the dependent variable. The correlation analysis depicted by Table 4.9 shows that all variables are less than 0.7. Thus, no multicollinearity exists among the independent variables.

Table 4.10: Multicollinearity

		Correlations			
		Physical Wellbeing	Emotional Wellbeing	Psychological Wellbeing	Social Wellbeing
Physical Wellbeing	Pearson Correlation	1	.581**	.479**	.350**
	Sig. (2-tailed)		.000	.000	.000
	N	195	195	195	195
Emotional Wellbeing	Pearson Correlation	.581**	1	.626**	.363**
	Sig. (2-tailed)	.000		.000	.000
	N	195	195	195	195
Psychological Wellbeing	Pearson Correlation	.479**	.626**	1	.569**
	Sig. (2-tailed)	.000	.000		.000
	N	195	195	195	195
Social Wellbeing	Pearson Correlation	.350**	.363**	.569**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	195	195	195	195

** . Correlation is significant at the 0.01 level (2-tailed).

Based on the above results the assumptions made in this analysis are that the samples are normally distributed, the residuals have a straight line relationship with the predicted dependent variable, and the variances of the residuals are homoscedastic (same variances) (Anderson & Herr, 2009). The relationships among the model constructs are presented in Figure 4.8.

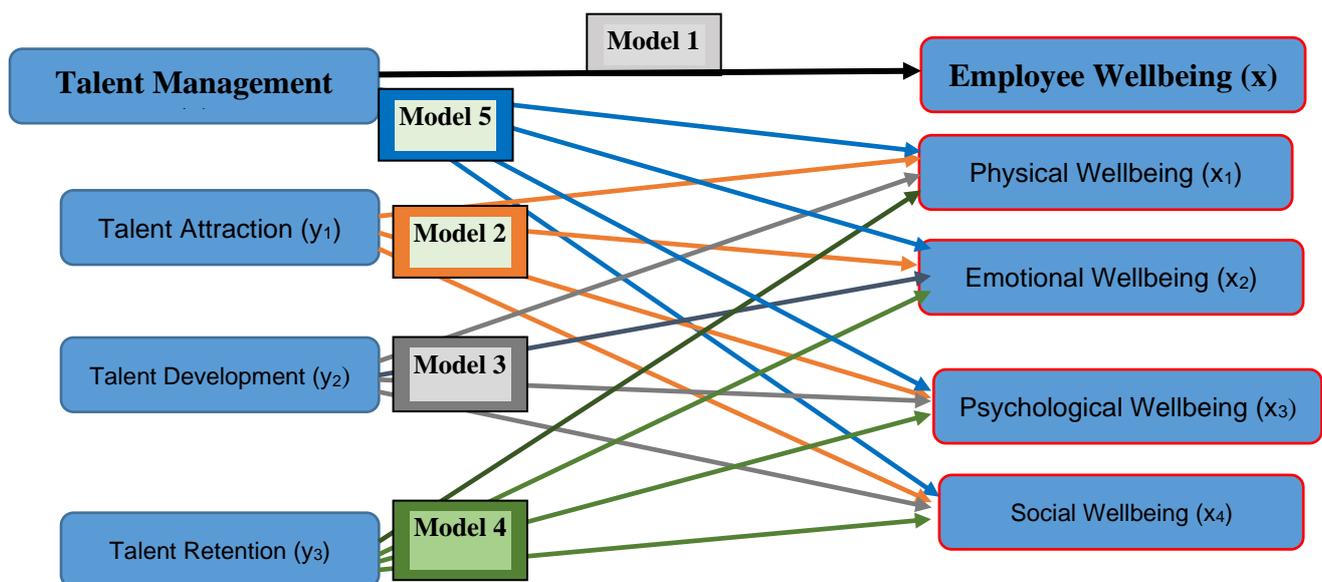


Figure 4.8 Structural Form of the Regression Models

Main Hypothesis

Model 1: Main Hypothesis on Talent Management and Employee Wellbeing

H₀: There is no statistically significant relationship between Talent Management and Employee Wellbeing.

H_a: There is a statistically significant relationship between Talent Management and Employee Wellbeing.

Regression Model 1: $\hat{y} = \hat{\beta}_0 + \beta_x \hat{x}$; where \hat{y} = estimated Talent Management, \hat{x} = Employee Wellbeing whilst $\hat{\beta}_0$ and β_x are the estimates of the y-intercept and slope respectively.

There is a positive strength of association between talent management and employee wellbeing ($r = 0.675$, $p < 0.01$). The correlation supports a significant positive relationship (large effect) between talent management and employee wellbeing, therefore H_a is supported.

Table 4.11: Model 1 Pearson Correlation

Correlations			
		Talent Management	Employee Wellbeing
Pearson Correlation	Talent Management	1.000	.675
	Employee Wellbeing	.675	1.000
Sig. (1-tailed)	Talent Management	.	.000
	Employee Wellbeing	.000	.
N	Talent Management	189	189
	Employee Wellbeing	189	189

Strength of association (Cohen, 1988)

*small $r = 0.10$ to 0.29 (positive) or $r = -0.10$ to -0.29 (negative)

*medium $r = 0.30$ to 0.49 (positive) or $r = -0.30$ to -0.49 (negative)

*large $r = 0.50$ to 1.0 (positive) or $r = -0.50$ to -1.0 (negative)

Table 4.12: Model 1 Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675	.456	.453	.285
a. Predictors: (Constant), Employee Wellbeing				

The R square of this model is 0.456, which means that the model explains that 45.6% of the variation in talent management is influenced or explained or contributed by employee wellbeing.

Table 4.13 Model 1 Anova Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.680	1	12.680	156.542	.000
	Residual	15.148	187	.081		
	Total	27.828	188			
a. Dependent Variable: Talent Management						
b. Predictors: (Constant), Employee Wellbeing						

Based on the analysis from the ANOVA in Table 4.13 above, it is evident that the p-value is 0.000, which is less than 0.05, thus implying that H_0 is rejected, which in turn implies that the model is significant.

Table 4.14: Coefficients of Model 1

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
		1	(Constant)	1.478			.214	
	Employee Wellbeing	.637	.051	.675	12.512	.000	.537	.738
a. Dependent Variable: Talent Management								

In Table 4.14 above, the standardised coefficient beta is 0.675. This indicates that employee wellbeing makes a stronger and unique contribution to explaining the dependent variable (talent management). The beta coefficient is positive, thus implying that it positively influences the dependent variable.

Interpretation: An increase in Employee Wellbeing (EW) of 1 unit will cause an increase of 0.637 unit in Talent Management. The model can be presented by the following equation:

$$\text{Talent Management} = 1.478 + 0.637 (\text{EMW})$$

Secondary Hypothesis

Model 2: Talent Attraction

H₀₁: There is no statistically significant relationship between Talent Attraction and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.

H_{a1}: There is a statistically significant relationship between Talent Attraction and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.

Regression Model 2: $y_i \text{ hat} = \beta_0 \text{ hat} + \beta_1 \text{ hat } x_1 + \beta_2 \text{ hat } x_2 + \beta_3 \text{ hat } x_3 + \beta_4 \text{ hat } x_4$; where $y_1 \text{ hat}$ = estimated Talent Attraction, x_1 = Physical Wellbeing, x_2 = Emotional Wellbeing, x_3 = Psychological Wellbeing, x_4 = Social Wellbeing, whilst β_0 , β_1 , β_2 , β_3 and β_4 are the estimates of the y-intercept and the slopes for Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing respectively.

Table 4.15 Model 2 Pearson Correlation

		Correlations				
		Talent Attraction	Physical Wellbeing	Emotional Wellbeing	Psychologica l Wellbeing	Social Wellbeing
Pearson Correlation	Talent Attraction	1.000	.379	.468	.525	.560
	Physical Wellbeing	.379	1.000	.588	.486	.351
	Emotional Wellbeing	.468	.588	1.000	.622	.368
	Psychological Wellbeing	.525	.486	.622	1.000	.570
	Social Wellbeing	.560	.351	.368	.570	1.000
	Sig. (1-tailed)	Talent Attraction	.	.000	.000	.000
Physical Wellbeing		.000	.	.000	.000	.000
Emotional Wellbeing		.000	.000	.	.000	.000
Psychological Wellbeing		.000	.000	.000	.	.000
Social Wellbeing		.000	.000	.000	.000	.
N		Talent Attraction	189	189	189	189
	Physical Wellbeing	189	189	189	189	189
	Emotional Wellbeing	189	189	189	189	189
	Psychological Wellbeing	189	189	189	189	189
	Social Wellbeing	189	189	189	189	189

Strength of association (Cohen, 1988)

*small $r = 0.10$ to 0.29 (positive) or $r = -0.10$ to -0.29 (negative)

*medium $r = 0.30$ to 0.49 (positive) or $r = -0.30$ to -0.49 (negative)

*large $r = 0.50$ to 1.0 (positive) or $r = -0.50$ to -1.0 (negative)

The results in Table 4.15 show that there is a significant positive relationship between Talent Attraction and the following Employee Wellbeing attributes:

- Physical Wellbeing (medium effect) ($r = 0.379$, $p < 0.01$)
- Emotional Wellbeing (medium effect) ($r = 0.468$, $p < 0.01$)
- Psychological Wellbeing (large effect) ($r = 0.525$, $p < 0.01$)
- Social Wellbeing (large effect) ($r = 0.560$, $p < 0.01$)

The correlation supports a significant positive relationship between talent attraction and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing. Therefore, H_2 is supported.

Table 4.16 Model 2 Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639	.408	.395	.391
a. Predictors: (Constant), Social Wellbeing, Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing				

The R square of this model is 0.408, which means that the model explains that 40.8% of the variation in talent attraction is influenced by the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.

Table 4.17 Model 2 Anova Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.441	4	4.860	31.741	.000
	Residual	28.174	184	.153		
	Total	47.615	188			
a. Dependent Variable: Talent Attraction						
b. Predictors: (Constant), Social Wellbeing, Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing						

Based on the ANOVA presented in Table 4.17 above, it is evident that the p-value is 0.000, which is less than 0.05, thus implying that H_{02} is rejected and that the model is significant.

Table: 4.18 Coefficients of Model 2

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.941	.304		3.096	.002	.341	1.541
	Physical Wellbeing	.052	.072	.052	.727	.468	-.089	.193
	Emotional Wellbeing	.213	.086	.199	2.492	.014	.044	.382
	Psychological Wellbeing	.152	.078	.161	1.943	.054	-.002	.307
	Social Wellbeing	.337	.062	.377	5.431	.000	.214	.459

a. Dependent Variable: Talent Attraction

In Table 4.18, all the beta coefficients are implying that all the independent variables positively influence the dependent variable.

Interpretations:

- An increase in Physical Wellbeing (PW) of 1 unit, while all other independent variables remain constant, will cause an increase of 0.052 unit in Talent Attraction.
- An increase in Emotional Wellbeing (EW) of 1 unit, while all other independent variables remain constant, will cause an increase of 0.213 unit in Talent Attraction.
- An increase in Psychological Wellbeing (PWB) of 1 unit, while all other independent variables remain constant, will cause an increase of 0.152 unit in Talent Attraction.
- An increase in Social Wellbeing (SW) of 1 unit, while all other independent variables remain constant, will cause an increase of 0.337 unit in Talent Attraction.

The model can be presented by the following equation:

$$\text{Talent Attraction} = 0.941 + 0.052 (PW) + 0.213 (EW) + 0.152 (PWB) + 0.337 (SW)$$

Model 3: Talent Development

H₀₂: There is no statistically significant relationship between Talent Development and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.

H_{a2}: There is a statistically significant relationship between Talent Development and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.

Regression Model 3: $y_2\hat{=} = \beta_0\hat{=} + \beta_1\hat{=} x_1 + \beta_2\hat{=} x_2 + \beta_3\hat{=} x_3 + \beta_4\hat{=} x_4$; where $y_2\hat{=}$ = estimated Talent Development, x_1 = Physical Wellbeing, x_2 = Emotional Wellbeing, x_3 = Psychological Wellbeing, x_4 = Social Wellbeing, whilst β_0 , β_1 , β_2 , β_3 and β_4 are the estimates of the y-intercept and the slopes for Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing respectively.

Table 4.19 Model 3 Pearson Correlation

		Correlations				
		Talent Development	Physical Wellbeing	Emotional Wellbeing	Psychologica l Wellbeing	Social Wellbeing
Pearson Correlation	Talent Development	1.000	.392	.441	.482	.381
	Physical Wellbeing	.392	1.000	.588	.486	.351
	Emotional Wellbeing	.441	.588	1.000	.622	.368
	Psychological Wellbeing	.482	.486	.622	1.000	.570
	Social Wellbeing	.381	.351	.368	.570	1.000
	Talent Development	.	.000	.000	.000	.000
Sig. (1-tailed)	Physical Wellbeing	.000	.	.000	.000	.000
	Emotional Wellbeing	.000	.000	.	.000	.000
	Psychological Wellbeing	.000	.000	.000	.	.000
	Social Wellbeing	.000	.000	.000	.000	.
	Talent Development	189	189	189	189	189
	N	Physical Wellbeing	189	189	189	189
Emotional Wellbeing		189	189	189	189	189
Psychological Wellbeing		189	189	189	189	189
Social Wellbeing		189	189	189	189	189

Strength of association (Cohen, 1988)

*small $r = 0.10$ to 0.29 (positive) or $r = -0.10$ to -0.29 (negative)

*medium $r = 0.30$ to 0.49 (positive) or $r = -0.30$ to -0.49 (negative)

*large $r = 0.50$ to 1.0 (positive) or $r = -0.50$ to -1.0 (negative)

The results displayed in Table 4.18 show that there is a significant positive relationship between Talent Development and the following Employee Wellbeing attributes:

- Physical Wellbeing (medium effect) ($r = 0.392$, $p < 0.01$)
- Emotional Wellbeing (medium effect) ($r = 0.441$, $p < 0.01$)
- Psychological Wellbeing (medium effect) ($r = 0.482$, $p < 0.01$)
- Social Wellbeing (medium effect) ($r = 0.381$, $p < 0.01$)

The correlation supports a significant positive relationship between Talent Development and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing. Therefore, H₃ is supported.

Table 4.20 Model 3 Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.540	.291	.276	.361
a. Predictors: (Constant), Social Wellbeing, Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing				

The R square of this model is 0.291, which means that the model explains that 29.1% of the variation in talent development is influenced by the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.

Table 4.21 Model 3 Anova Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.839	4	2.460	18.919	.000
	Residual	23.923	184	.130		
	Total	33.762	188			
a. Dependent Variable: Talent Development						
b. Predictors: (Constant), Social Wellbeing, Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing						

Based on the ANOVA in Table 4.21 above, it is evident that the p-value is 0.000. This is less than 0.05, therefore implying that H₀₃ is rejected and, thus, that the model is significant.

Table 4.22 Model 3 Coefficients of Model 3

Coefficients							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
	(Constant)	1.827	.280				6.520
Physical Wellbeing	.109	.066	.130	1.655	.100	-.021	.239

Emotional Wellbeing	.151	.079	.167	1.910	.058	-.005	.306
Psychological Wellbeing	.189	.072	.236	2.609	.010	.046	.331
Social Wellbeing	.105	.057	.139	1.835	.068	-.008	.217
a. Dependent Variable: Talent Development							

Referring to Table 4.22 above, the beta coefficients imply that all the independent variables influence the dependent variable positively.

Interpretations:

- An increase in the PW of 1 unit, while all other independent variables remain constant, will cause an increase of 0.109 unit in Talent Development.
- An increase in the EW of 1 unit, while all other independent variables remain constant, will cause an increase of 0.151 unit in Talent Development.
- An increase in PWB of 1 unit, while all other independent variables remain constant, will cause an increase of 0.189 unit in Talent Development.
- An increase in SW by 1 unit, while all other independent variables remain constant, will cause an increase of 0.105 unit in Talent Development.

The model can be presented by the following equation:

$$\text{Talent Development} = 1.827 + 0.109 (\text{PW}) + 0.151 (\text{EW}) + 0.189 (\text{PWB}) + 0.105 (\text{SW})$$

Model 4: Talent retention

Regression Model 4: $y_3\text{hat} = \beta_0\text{hat} + \beta_1\text{hat} x_1 + \beta_2\text{hat} x_2 + \beta_3\text{hat} x_3 + \beta_4\text{hat} x_4$; where $y_3\text{hat}$ = estimated Talent Retention, x_1 = Physical Wellbeing, x_2 = Emotional Wellbeing, x_3 = Psychological Wellbeing, x_4 = Social Wellbeing, whilst $\beta_0, \beta_1, \beta_2, \beta_3$ and β_4 are the estimates of the y-intercept and the slopes for Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing respectively.

H_{03} : There is no statistically significant relationship between Talent Retention and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.

H_{a3} : There is a statistically significant relationship between Talent Retention and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.

Table 4.23 Model 4 Pearson Correlations

		Correlations				
		Talent Retention	Physical Wellbeing	Emotional Wellbeing	Psychological Wellbeing	Social Wellbeing
Pearson Correlation	Talent Retention	1.000	.403	.388	.458	.352
	Physical Wellbeing	.403	1.000	.588	.486	.351
	Emotional Wellbeing	.388	.588	1.000	.622	.368
	Psychological Wellbeing	.458	.486	.622	1.000	.570
	Social Wellbeing	.352	.351	.368	.570	1.000
	Talent Retention	.	.000	.000	.000	.000
Sig. (1-tailed)	Physical Wellbeing	.000	.	.000	.000	.000
	Emotional Wellbeing	.000	.000	.	.000	.000
	Psychological Wellbeing	.000	.000	.000	.	.000
	Social Wellbeing	.000	.000	.000	.000	.
	Talent Retention	189	189	189	189	189
N	Physical Wellbeing	189	189	189	189	189
	Emotional Wellbeing	189	189	189	189	189
	Psychological Wellbeing	189	189	189	189	189
	Social Wellbeing	189	189	189	189	189

Strength of association (Cohen, 1988)

*small r = 0.10 to 0.29 (positive) or r = -0.10 to -0.29 (negative)

*medium r = 0.30 to 0.49 (positive) or r = -0.30 to -0.49 (negative)

*large r = 0.50 to 1.0 (positive) or r = -0.50 to -1.0 (negative)

The results displayed in Table 4.22 show that there is a significant positive relationship between Talent Retention and the following Employee Wellbeing attributes:

- Physical Wellbeing (medium effect) (r = 0.403, p < 0.01)
- Emotional Wellbeing (medium effect) (r = 0.388, p < 0.01)
- Psychological Wellbeing (medium effect) (r = 0.458, p < 0.01)
- Social Wellbeing (medium effect) (r = 0.352, p < 0.01)

The correlation supports a significant positive relationship between talent retention and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing. Therefore, H₃ is supported.

Table 4.24 Model 4 Regression Analysis

Model 4 Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.513	.263	.247	.413	
a. Predictors: (Constant), Social Wellbeing, Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing					

The R square of this model is 0.408, which means that the model explains that 40.8% of the variation in talent retention is influenced by the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.

Table 4.25 Model 4 Anova Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.199	4	2.800	16.405	.000
	Residual	31.402	184	.171		
	Total	42.601	188			
a. Dependent Variable: Talent Retention						
b. Predictors: (Constant), Social Wellbeing, Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing						

Based on the ANOVA in Table 4.25 above, it is evident that the p-value is 0.000, which is less than 0.05, thus implying that H_{03} is rejected and that the model is significant.

Table 4.26 Model 4 Coefficients of Model

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.807	.321		5.628	.000	1.173	2.440
	Physical Wellbeing	.187	.075	.198	2.471	.014	.038	.336
	Emotional Wellbeing	.075	.090	.074	.834	.405	-.103	.254
	Psychological Wellbeing	.226	.083	.252	2.730	.007	.063	.390
	Social Wellbeing	.094	.065	.111	1.434	.153	-.035	.223
a. Dependent Variable: Talent Retention								

As depicted in Table 4.24 above, all the beta coefficients are positive, implying that all the independent variables influence the dependent variable positively.

Interpretations:

- An increase in PW of 1 unit, while all other independent variables remain constant, will cause an increase of 0.187 unit in Talent Retention.
- An increase in EW of 1 unit, while all other independent variables remain constant, will cause an increase of 0.075 unit in Talent Retention.
- An increase in PWB of 1 unit, while all other independent variables remain constant, will cause an increase of 0.226 unit in Talent Retention.
- An increase in SW of 1 unit, while all other independent variables remain constant, will cause an increase of 0.094 unit in Talent Retention.

The model can be presented by the following equation:

$$\text{Talent Retention} = 1.807 + 0.187 (\text{PW}) + 0.075 (\text{EW}) + 0.226 (\text{PWB}) + 0.094 (\text{SW})$$

Model 5 Complementary Model

Regression Model 5: $y \text{ hat} = \beta_0 \text{ hat} + \beta_1 \text{ hat } x_1 + \beta_2 \text{ hat } x_2 + \beta_3 \text{ hat } x_3 + \beta_4 \text{ hat } x_4$; where $y_4 \text{ hat}$ = estimated Talent Management, x_1 = Physical Wellbeing, x_2 = Emotional Wellbeing, x_3 = Psychological Wellbeing, x_4 = Social Wellbeing, whilst β_0 , β_1 , β_2 , β_3 and β_4 are the estimates of the y-intercept and the slopes for Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing respectively.

H₀₄: There is no statistically significant relationship between Talent Management and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.

H_{a4}: There is a statistically significant relationship between Talent Management and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.

Table 4.27 Model 5 Pearson Correlation

		Correlations				
		Talent Management	Physical Wellbeing	Emotional Wellbeing	Psychological Wellbeing	Social Wellbeing
Pearson Correlation	Talent Management	1.000	.475	.526	.595	.529
	Physical Wellbeing	.475	1.000	.588	.486	.351
	Emotional Wellbeing	.526	.588	1.000	.622	.368
	Psychological Wellbeing	.595	.486	.622	1.000	.570
	Social Wellbeing	.529	.351	.368	.570	1.000
	Sig. (1-tailed)	Talent Management	.	.000	.000	.000
	Physical Wellbeing	.000	.	.000	.000	.000
	Emotional Wellbeing	.000	.000	.	.000	.000
	Psychological Wellbeing	.000	.000	.000	.	.000
	Social Wellbeing	.000	.000	.000	.000	.
N	Talent Management	189	189	189	189	189
	Physical Wellbeing	189	189	189	189	189
	Emotional Wellbeing	189	189	189	189	189
	Psychological Wellbeing	189	189	189	189	189
	Social Wellbeing	189	189	189	189	189

Strength of association (Cohen, 1988)

*small $r = 0.10$ to 0.29 (positive) or $r = -0.10$ to -0.29 (negative)

*medium $r = 0.30$ to 0.49 (positive) or $r = -0.30$ to -0.49 (negative)

*large $r = 0.50$ to 1.0 (positive) or $r = -0.50$ to -1.0 (negative)

The results in table show that there is a significant positive relationship between Talent Management and the following Employee Wellbeing attributes:

- Physical Wellbeing (medium effect) ($r = 0.475$, $p < 0.01$)
- Emotional Wellbeing (large effect) ($r = 0.526$, $p < 0.01$)
- Psychological Wellbeing (large effect) ($r = 0.595$, $p < 0.01$)
- Social Wellbeing (large effect). ($r = 0.529$, $p < 0.01$)

The correlation supports a significant positive relationship between Talent Management and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing. Therefore, H_4 is supported.

Table 4.28: Model 5 Regression Analysis

Model 5 Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.678	.459	.448	.286
a. Predictors: (Constant), Social Wellbeing, Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing				

The R square of this model is 0.459, which means that the model explains that 45.9% of the variation in talent management is influenced by the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.

Table 4.29 Model 5 Anova Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.786	4	3.197	39.103	.000
	Residual	15.042	184	.082		
	Total	27.828	188			
a. Dependent Variable: Talent Management						
b. Predictors: (Constant), Social Wellbeing, Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing						

Based on the ANOVA in Table 4.29 above, it is evident that the p-value is 0.000, which is less than 0.05, thus implying that H_{04} is rejected and that the model is significant.

Table 4.30 Coefficients of Model 5

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
		1	(Constant)	1.525			.222	
	Physical Wellbeing	.116	.052	.152	2.218	.028	.013	.219
	Emotional Wellbeing	.146	.063	.178	2.342	.020	.023	.270
	Psychological Wellbeing	.189	.057	.261	3.298	.001	.076	.302
	Social Wellbeing	.178	.045	.261	3.939	.000	.089	.268
a. Dependent Variable: Talent Management								

Referring to Table 4.30 above, the beta coefficients imply that all the independent variables positively influence the dependent variable.

Interpretations:

- An increase in PW of 1 unit, while all other independent variables remain constant, will cause an increase of 0.116 unit in Talent Management.
- An increase in EW of 1 unit, while all other independent variables remain constant, will cause an increase of 0.146 unit in Talent Management.
- An increase in PWB of 1 unit, while all other independent variables remain constant, will cause an increase of 0.189 unit in Talent Management.
- An increase in SW of 1 unit, while all other independent variables remain constant, will cause an increase of 0.178 unit in Talent Management.

The model can be presented by the following equation:

$$\text{Talent Management} = 1.525 + 0.116 (\text{PW}) + 0.146 (\text{EW}) + 0.189 (\text{PWB}) + 0.178 (\text{SW})$$

Table 4. 31 Summary of Status of Hypotheses

Model	Hypotheses	P-value	Status	Result
1	H ₀ : There is no statistically significant relationship between Talent Management and Employee Wellbeing. H _a : There is a statistically significant relationship between Talent Management and Employee Wellbeing	0.000	H _a is supported H ₀ is not supported	Reject H ₀ Accept H _a
2	H ₀₁ : There is no statistically significant relationship between Talent Attraction and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing H _{a1} : There is a statistically significant relationship between Talent Attraction and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing	0.000	H ₀₁ is not supported H _{a1} is supported	Reject H ₀ Accept H _{a1}
3	H ₀₂ : There is no statistically significant relationship between Talent Development and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing H _{a2} : There is a statistically significant relationship between Talent Development and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing	0.000	H ₀₂ is not supported H _{a2} is supported	Reject H ₀₂ Accept H _{a2}
4	H ₀₃ : There is no statistically significant relationship between Talent Retention and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing H _{a3} : There is a statistically significant relationship between Talent Retention and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing	0.000	H ₀₃ is not supported H _{a3} is supported	Reject H ₀₃ Accept H _{a3}

5	<p>H₀₄: There is no statistically significant relationship between Talent Management and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing</p> <p>H_{a4}: There is a statistically significant relationship between Talent Management and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing</p>	0.000	<p>H₀₄ is not supported H_{a4} is supported</p>	<p>Reject H₀₄ Accept H_{a4}</p>
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In addition to the above summary of hypotheses, the scatterplot presented by Figure 4.8 denotes a positive linear relationship between Talent Management and Employee Wellbeing. This means that as we continue to increase employee wellbeing, talent management also increases. This can be supported by the beta coefficient of employee wellbeing in Model 1 which is positive. The present study also identified outliers. An outlier is a data point that differs significantly from other observations (Bryman & Bell, 2011). Before considering the possible elimination of outliers from the data, an attempt was made to identify such outliers and explore them qualitatively in the next chapter. Since our dependent variable is Talent Management, it was used to determine the outliers. The box and whisker plot (Figure 4.10) shows that outliers were respondents 81 and 98, as presented by Figure 4.9. The unique responses from the outliers who were within the age ranges of 30 to 39, worked in the private sector and were holders of a master's and PhD respectively. Their unique responses were on-

- engagement
- retention
- role of salaries in retaining employees
- psychological wellbeing.

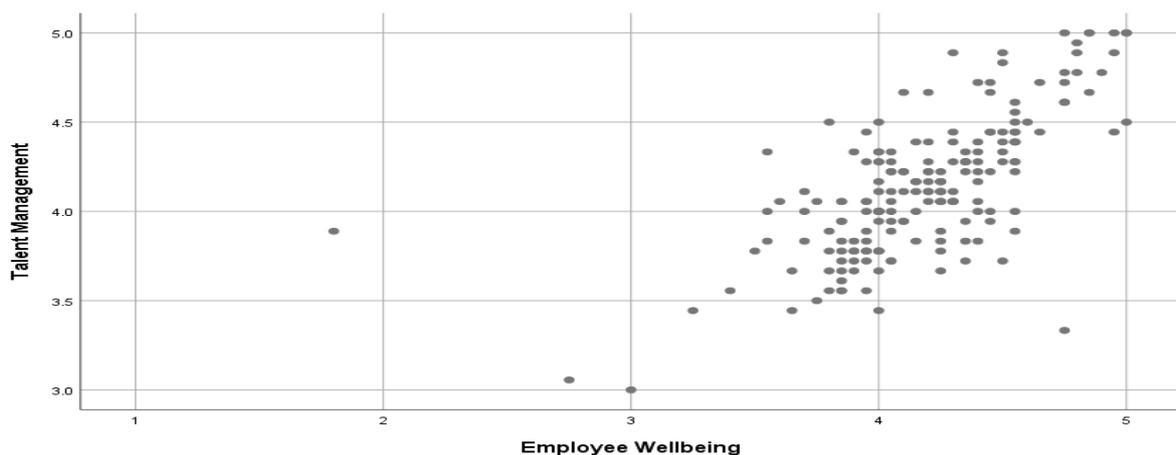


Figure. 4.9 Scatter plot: Talent Management versus Employee Wellbeing

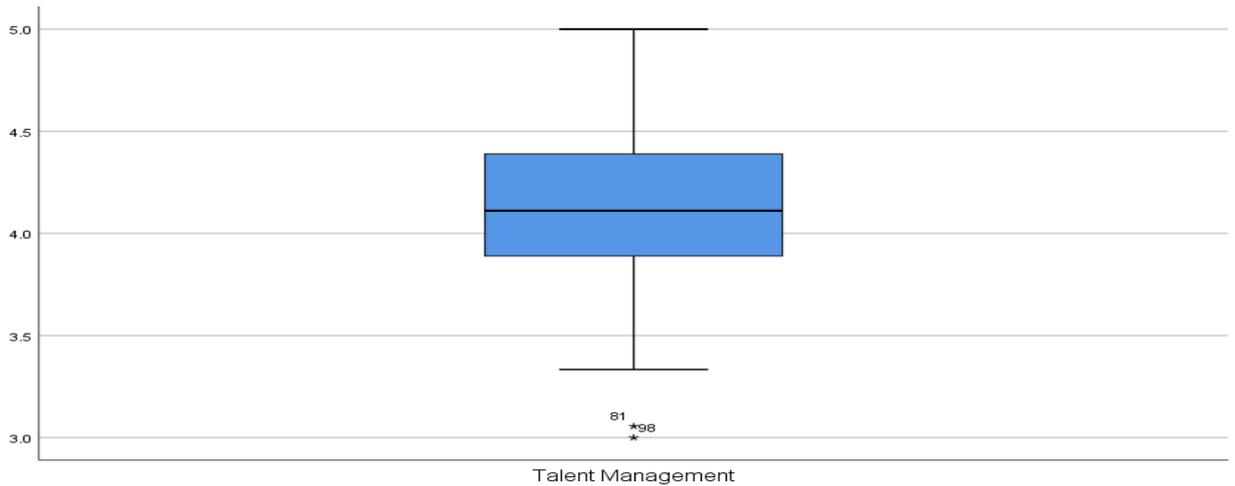


Figure 4.10 Box and Whisker Plot

4.7 Integration Status of Talent Management with Employee Wellbeing: Descriptive Analysis

Question 15 of the questionnaire requested respondents to rate the extent to which they perceived employee wellbeing to be integrated and/or embedded in talent management in the organisation they were currently working for. The results are depicted in Figure 4.11 below.

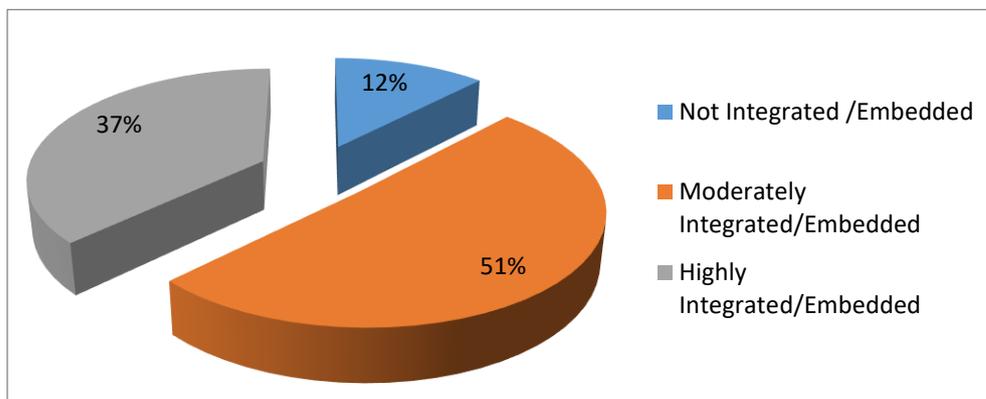


Figure 4.11 Status of Integration of Talent Management with Employee Wellbeing

As depicted by Figure 4.11 above, only 37% of the respondents alluded to the fact that talent management was highly integrated and/or embedded in employee wellbeing in the workplace. Fifty-one per cent perceived this integration to be moderate while 12% indicated that there was no integration. The results of this analysis therefore reveal that more needed to be done to ensure that the integration of talent management and employee wellbeing is effectively achieved. The results of this analysis will be further explored in the next chapter.

4.8 Wellness Programmes in Place: Descriptive Analysis

Question 16 required respondents to indicate the wellness programmes that are currently in place in their organisations. The results are depicted by Figure 4.12.

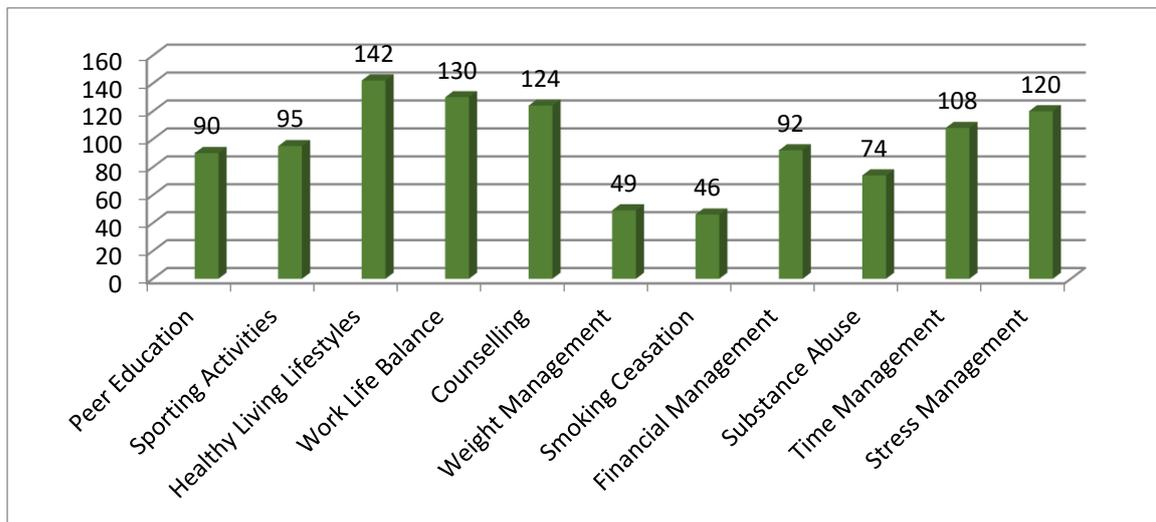


Figure 4.12 Wellness Programmes Adopted by Organisations in South Africa

The results of the descriptive analysis in Figure 4.12 above reveals that the most common wellness programmes in South Africa are healthy lifestyles, work–life balance, counselling, financial management, time management, stress management, peer education and sporting activities. The least adopted wellness programmes were weight management and smoking cessation. The results of this analysis will be further explored qualitatively in the next chapter.

4.9 Responsible Stakeholder for Integrating Talent Management with Employee Wellbeing: Descriptive Analysis

Question 17 required respondents to indicate all the stakeholders who should be responsible for ensuring that talent management is effectively integrated and/or embedded in employee wellbeing.

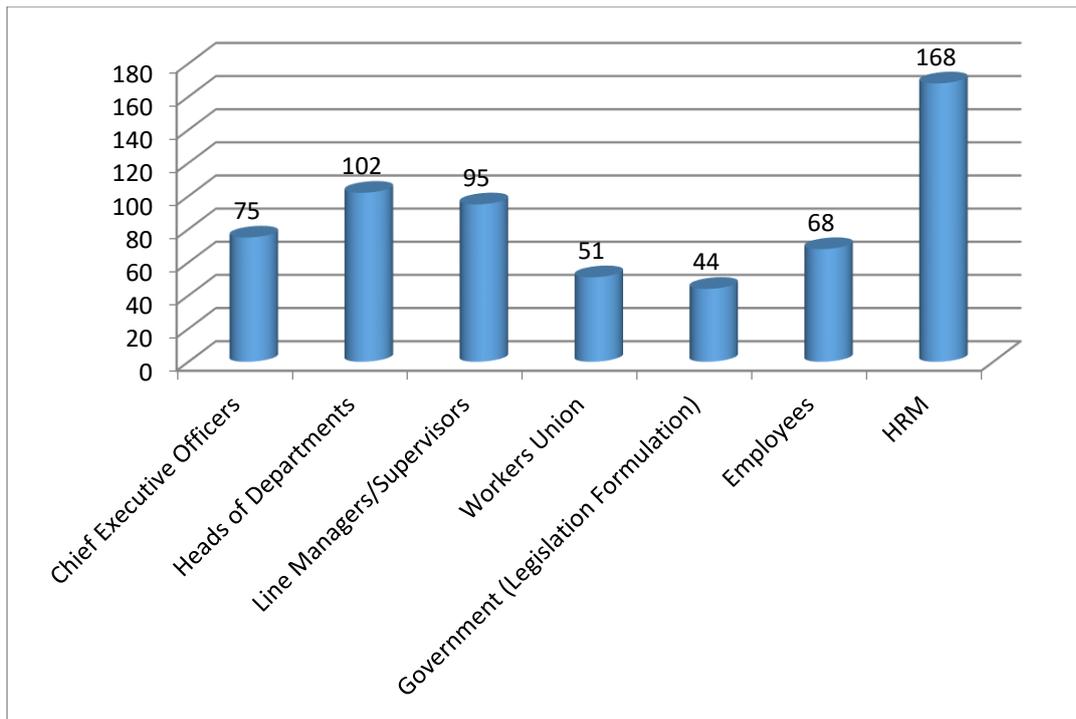


Figure 4.13: Responsibility for Integrating Talent Management with Employee Wellbeing

The results of this descriptive analysis in Figure 4.13 reveal that human resource professionals, heads of department, chief executive officers, employees and line managers should play a pivotal role in ensuring that talent management is effectively integrated with employee wellbeing. The results portray a practical reality in organisations as the aforementioned stakeholders are directly involved with employees. The government and workers' unions received the least scores, as depicted in the results above. This is probably because the government plays a regulatory role and workers unions focus mainly on salaries and wage negotiations. A further qualitative exploration of these results will be provided in the next chapter.

4.10 Chapter Summary

This chapter presented an analysis of the data. The chapter commenced by discussion the demographics of the respondents, followed by a preliminary analysis, and normality and reliability tests conducted to ensure that the data was valid and reliable. All hypotheses were supported. Multiple regression analysis was used to determine the relationship between talent management and employee wellbeing. Accordingly, the results show that there is a statistically significant relationship between talent management and employee wellbeing. As the empirical results suggest, a significant relationship exists among the various constructs of talent management (attraction, development and retention) and employee wellbeing (social, emotional, physical and psychological). The next chapter will present the qualitative data analysis.

CHAPTER 5: ANALYSIS OF QUALITATIVE DATA

5.1 Introduction

This chapter will address the qualitative data analysis and the findings of the data collection phase of the exploratory sequential study on talent management and employee wellbeing in South Africa. This qualitative analysis explored and further validated the results of the quantitative analysis. The chapter will begin by providing a brief outline of the practical application of the sequential explanatory design methodology. This is then followed by an overview of the pilot study which was undertaken to assess the interview guide for the study. The next section sets out the demographic profile of the interviewees. The remainder of the chapter will describe the data analysis approach and the results of the research study. The chapter concludes with an overview of the themes and explains how they link with one another.

5.2 Practical Application of Sequential Explanatory Design: From Quantitative to Qualitative

As highlighted in Chapter 3 and supported by Shah and Corley (2006), Onwuegbuzie and Leech (2006) and Levitt, Bamberg, Creswell, Frost, and Suárez-Orozco (2018), the sequential explanatory design approach is useful when a researcher wishes to first attempt to explain the existence of an unexpected pattern in the data, or attempt to uncover the phenomenon/phenomena that create unexpected patterns and explain a phenomenon that is not well understood theoretically. In addition, outliers (observations are inconsistent with majority of the results) were also included in the design and development of the interview guide.

5.3 Pilot Study

For the study, a pilot assessment had to be conducted with the aim at verifying and assessing the suitability of questions before the interview. Thus, unclear or ambiguous questions were removed or reformulated in a better way. This step also allowed the researcher to practise by dealing with a small amount of data and being able to analyse these before undertaking the whole process (Herr & Anderson, 2014). The pilot study included four HR professionals and one professional who specialised in linguistics. The non-verbal behaviour of participants in the pilot study provided essential clues about the content or wording of items in the interview guide. The pilot study enhanced the main study by providing a platform for assessing the following:

- Clarity of questions

- Logic and flow of questions
- Practicality of questions asked

5.4 Final Interview Guide

The final Interview Guide (Appendix G) comprised of 13 semi-structured questions comprising the following sections: -

- Employee wellbeing (6 questions)
- Talent management (4 questions)
- Integration of employee wellbeing and talent management (2 questions)
- Any other comments (1 question)

The interview process involved the following stages

- Stage 1: Invitation to participate in interview (Appendix H) + explanatory statement (Appendix I)
- Stage 2: Scheduling of interviews after acceptance of invitation to participate
- Stage 3: Confirmation of the interview and consent to participate (Appendix J)
- Stage 4: Interview

5.5 Profile of Participants

The research considered the professional specialist level, years of experience and qualifications data as important characteristics of participants for the study. As such, Table 5.1 sets out the demographic profile of the ten interviewees who participated in this study. The number of participants chosen for the study is in accordance with the qualitative research guidelines of Creswell (1998, p. 64), Mason (2010) and Bryman and Bell (2011), who recommended that that a minimum sample size of five is adequate for phenomenological research. In line with ethical protocols and guidelines, all the participants' names were de-identified and pseudonyms were used.

Table 5.1: Demographic Profile of Participants

Participant	Age Group	Gender	Qualifications	Specialist Level	Experience in HRM and/Wellness	Industry Background
A	21–29	Female	Honours degree	Junior level	1–3 Years	Retail
B	30–39	Male	Master’s degree	Middle	4–6 Years	Education
C	21–29	Female	Master’s degree	Junior	1–3 Years	Construction
D	40–49	Female	Honours degree	Middle	4–6 Years	Manufacturing
E	40–49	Male	Master’s degree	Senior level	7–9 Years	Consulting
F	30–39	Male	Master’s degree	Senior level	10+	Worked in various sectors: Engineering, Telecommunications, Banking, Education, Consulting
G	40–49	Female	Master’s degree	Senior level	10+	Education
H	30–39	Female	Honours degree	Senior level	10+	Retail
I	40–49	Female	Honours degree	Senior level	10+	Engineering and Consulting
J	40–49	Male	Master’s degree	Senior level	10+	Retail and Health Care Experience

As depicted by Table 5.1, six of the participants were female while four were male. The sample contained interviewees from a range of organisations, HR professional levels and experience levels. This provided a more comprehensive view of varying experiences for the study across sectors at junior, middle and senior levels. All participants interviewed had a minimum level of

education of a degree. Years spent working in HR varied from one (1) to three (3) years to ten (10) years and above. The next section sets out the data analysis method adopted.

5.6 Approach to Data Analysis

As outlined in chapter 3, the qualitative part of the research was underpinned by an interpretivist research stance. Interviews were consequently used as the research tool. The approach taken in this research involved:

- Reading the transcripts/source data (again and again and again) (Creswell, 1998)
- Writing notes (thoughts/ideas/initial impressions) (Wilson, 1998)
- Open coding in order to generate initial codes (manifest data) (Saldaña, 2015)
- Labelling like with like, for example emotional health with emotional wellness (Saldaña, 2015)
- Axial coding of the data which involved relating the codes (categories and concepts) to each other (Creswell, 1998; Eriksson & Kovalainen, 2015; Neuman & Robson, 2012; Saldaña, 2015; Wilson, 1998)
- Grouping categories/chunks (impact of physical wellness, motivation for development etc., drivers of talent retention) (Creswell, 1998; Eriksson & Kovalainen, 2015; Neuman & Robson, 2012; Saldaña, 2015; Wilson, 1998)
- Formulation of themes, for example, the determinants of employee wellbeing (Creswell, 1998; Eriksson & Kovalainen, 2015; Neuman & Robson, 2012; Saldaña, 2015; Wilson, 1998)

All interviews were recorded and transcribed with the consent of the participants. The coding path for each question is shown in Appendix K. The coding path was adapted from the coding proposed by Saldaña (2015) which is depicted in Figure 5.1. The applications used for the data analysis included Excel and Mind Map.

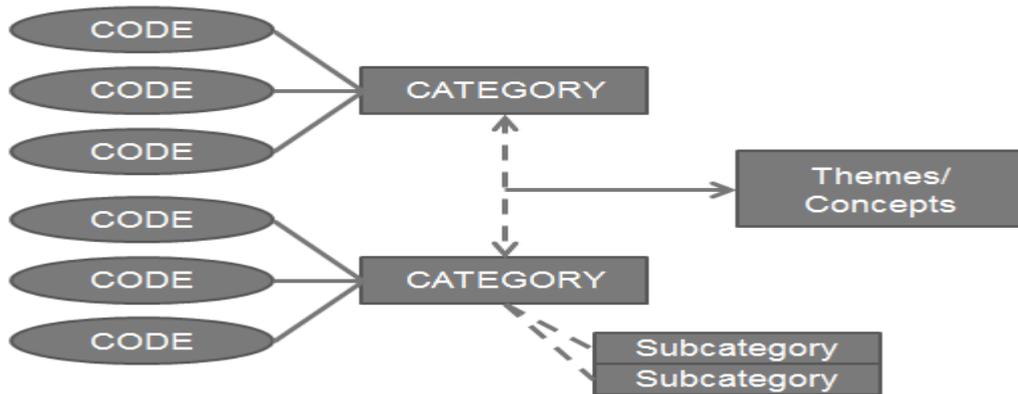


Figure 5.1 Coding Path
Source: Saldana (2015)

This coding comprised three main stages, which are outlined the following subsections.

Stage 1

The first stage was open coding where coding was undertaken for each interview question line by line. 447 codes were identified. An illustration of this open coding is depicted by Figure 5.2:

Transcription Report for Interviews	
Interview Code	B
Date	10/07/2018 @10:00
KEY	R = Researcher P = Participant
	Dialogue
Researcher	Question 1 What is your understanding of the term Employee Well-being? Probe: How easy is it to identify the level of employee wellbeing at work?
Participant	Employee wellbeing relates to how the employee feels <i>emotionally, physically, socially, psychologically</i> I within their workplace. More importantly it <i>contributes to social stability</i> in the organisation. It is very difficult to determine the level of employee wellbeing. However, with the critical checks you might be able to identify it. Sometimes employees <i>project a certain face</i> to avoid people around them to know what they are going through. <i>HR should explore on the inner wellbeing of employees</i> and find out any critical issues they need to address and propose critical steps to address the challenges.

Figure 5.2 Snapshot of Transcription

Source: Researcher's own construction

Stage 2

Thereafter, the open codes were organised, reconsidered and re-organised into categories (axial coding). Figure 5.3 highlights the family codes, for instance blue indicated that the code fell under talent management, while yellow indicated that the code fell under the impact of wellness and talent. The asterisk (*) indicated the number of times a code was mentioned by different participants. For example, the code emotional was mentioned by four participants.

Thematic Coding Integrated Framework: Talent Management and Wellness				
Codes	Categories	Themes	Family Codes	Colour Code
Employee Wellbeing			Employee Wellbeing	
Wellbeing			Talent Management	
Critical Checks			Integration of Talent & Wellness	
Depression			Impact of Talent & Wellness	
Emotional****			Management of Talent & Wellness	
Emotional Health			Emerging Concept*** Neglect of Mental Health	
Employee Treatment				
Environment				
Existence				
Face Value				
Fear				
Full Essence				
General Health				
Holistic Process				
Individual				
Inner Wellbeing				
Mask**				
Mental Health**				

Figure 5.3 Snapshot of the Colour Coding Process

Source: Researcher’s own construction

Stage 3

In stage 3, the open codes were organised and re-organised into categories which led to the eventual development of themes for each question. Figure 5.4 below shows a snapshot of the categorisation process. In this step, the researcher managed to find a pattern of related categories. A total of 127 categories were identified.

<i>Emotional Wellbeing and Organisational Goals</i>	
Affects Production	
Burden	
Catching Feelings	
Communications	
Delay In Completion Of Tasks	
Difficult To Measure	
Effect on others around	
Emotional Connection	
Emotional Drive**	
Emotional Intelligence**	
Emotional Labour	
Emotionally balanced	
Emotionally Well**	
Emotions are Contagious	Impact on productivity of emotions
Employee Interfaces	Challenges of assessing emotions
Face Value	Evaluation of emotions exhibited
Feedback	Cognitive dissonance of emotions
Goals	Integration with other wellbeings
Hampering Organisational Goals	Impact on Job satisfaction
Holistic	Contagion effect of emotions
Identification With Job	Job Specifications and Emotions
Impacts On Delivery	Emotional Intelligence applications
Increased output	Masking Emotions
Links With Physical Wellbeing	Selective bias and Emotions
	Management Style and Emotions

Figure 5.4 Snapshot of the Categorisation of Codes Process

Source: Researcher own Construction

Stage 4

The last stage involved checking whether the themes were related to the coded extracts, as well as to the entire data set. This stage also included reviewing data to search for additional

themes and generating a thematic map. This process ensures that rigour is present in the thematic coding process (Braun, Clarke, & Terry, 2014). Figure 5.5 presents a snapshot of a sample theme.

Employee Development		
Abrupt Of Changes In The Environment		
Achievement Of Organisational Goals		
Alignment With The Organisation		
Box Ticking Exercise		
Career Ladder Updating Of Skills		
Change Management		
Climate For Development		
Coaching		
Compulsory**		
Compulsory For a set of Jobs		
Compulsory For Core Jobs		
Compulsory For Some Jobs		
Continuous Development		
Continuous Process		
Continuous Training****		
Contribution To Wellbeing**		
Culture Of The Organisation	Strategic Alignment	
Development Programmes	Organisational Climate	
Disconnect of Training Practices	Importance	
Discussions With Line Managers	Training Needs	
Employee Centred Training	Type of job or occupation	
Employees Deciding Their Own Training	Motive of development	
Empowering Employees	Compulsory vs Voluntary	
Exposing To More Talent	Relevancy of Training	
Fear of Loosing Jobs	Needs Analysis	
	Integration with Organisational System	
	Resources	
	Guidelines	
		Sustainable Talent Development Practices

Figure 5.5 Sample Theme Snapshot
Source: Researcher’s own construction

As a result, 11 themes were identified:

- Theme 1: Determinants of employee wellbeing
- Theme 2: Physical wellbeing and employee performance
- Theme 3: Psychological wellbeing and achievement of goals
- Theme 4: Management of emotions
- Theme 5: Social wellbeing and work relationships
- Theme 6: Wellness programmes management
- Theme 7: Talent conceptualisation
- Theme 8: Talent attraction strategies
- Theme 9: Sustainable talent development practices
- Theme 10: Engaging and retaining talent
 - **Subthemes**
 - Financial strategies
 - Non-financial strategies
- Theme 11: Optimising Talent and Wellness Integration
 - **Subthemes**
 - Stakeholder involvement
 - Inclusive practices

Figure 5.6 represents the themes diagrammatically.

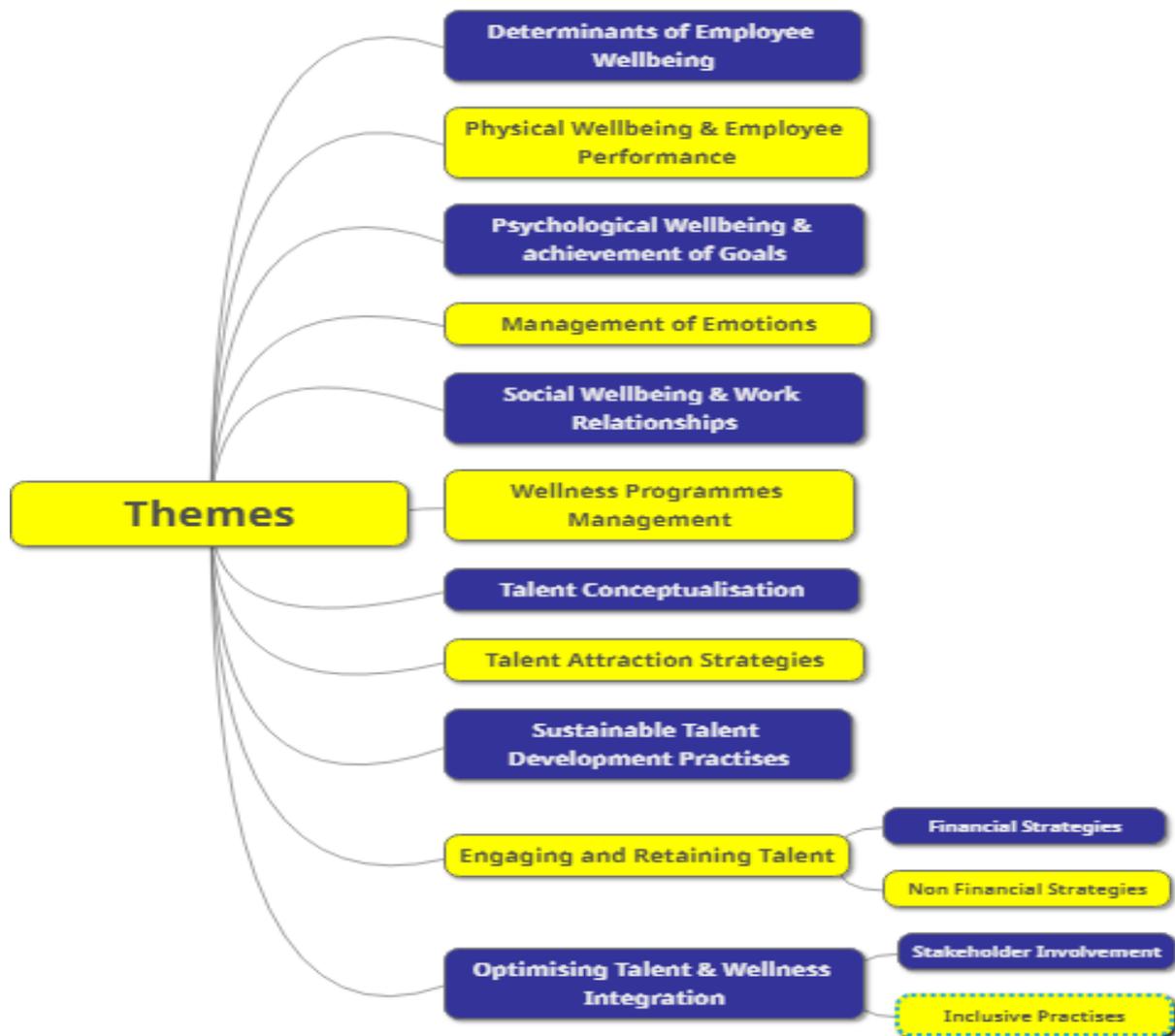


Figure 5.6 Themes
Source: Researcher's own construction

5.7 Themes

In this section the themes are discussed. In their answers, the participants offered a variety of views and perceptions on talent management and employee wellbeing. In this section, the themes will be presented along with significant extracts from the interviews under the following headings:

- Employee Wellbeing
- Talent Management
- Integration of Talent and Wellness

5.7.1 Employee Wellbeing

Theme 1: Determinants of Employee Wellbeing

In describing their conceptualisation of employee wellbeing, most participants highlighted that employee wellbeing is the ability of a person or an employee to take care of themselves psychologically, emotionally, spiritually, physically, socially and mentally. Some of the excerpts from the interviews include the following comments:

Employee wellbeing relates to how the employee feels emotionally, physically, socially, psychologically within their workplace. More importantly it contributes to social stability in the organisation (Participant B).

Employee wellbeing is a holistic process that includes general health, mental health, emotional health, spiritual health and functioning, it needs to be a holistic process that all employees feel they are part and parcel of the organisation” (Participant G).

However, some of the participants indicated that employee wellbeing in totality is difficult to measure. For instance, Participant B indicated as follows:

It is very difficult to determine the level of employee wellbeing. However, with the critical checks you might be able to identify it. Sometimes employees project a certain face to avoid people around them knowing what they are going through.”

Similar sentiments were voiced by Participant C, who indicated that

It is not really easy to tell at face value the wellbeing of an employee. People can put on a mask; you can hear from the grapevine that employees are going through a traumatic experience.

Participants E and H mentioned that the ability to determine the wellbeing of an employee rests on managerial skills. Although employees and managers may come from different backgrounds If one has a good relationship with the employees it is easy to see if the employee is fine or not.

Theme 2: Physical Wellbeing and Employee Performance

The majority of the participants alluded to the fact that poor physical wellbeing ultimately affects employee performance. For instance, Participant C highlighted:

If the state of mind and spirit are not fully integrated, then employees are likely to put in for sick leave and absent themselves from work.

Participant E used the analogy of a factory to describe physical wellbeing

Physical wellbeing is very essential, as an employee you are like the factory and it needs to be managed well for it to produce results. The factory is brought to work and becomes the production part of the organisation.

Similarly, Participant H explained that

... healthy and happy employees are committed to the organisation. If the employee is not so fit, and have health issues and they are constantly off sick because they are in pain that affects the operations of the business. Ultimately, it has an impact on the operations and profitability of the business.

In addition, there is a stigma attached to not being physically well. As Participant J emphasised:

There is stigma attached to being unwell at work, for instance at my workplace we have an insurance that cover employees when they are sick. However, most employees do not utilise the insurance for fear of losing the jobs as they may be deemed unfit for work. Some do not utilise the facility to the point of death.

Theme 3: Psychological Wellbeing and Achievement of Goals

The results of the qualitative analyses also revealed the existence of an interlinkage between psychological wellbeing and the achievement of goals. Most of the participants made a distinction between organisational goals and personal goals. Some of the excerpts from the interviews concerning this theme are highlighted below:

... it is essential for an organisation. No one wants to remain at the same level as when they entered the organisation; hence, there is a need for personal growth. Employees need to grow, if there is no growth, and then employees will not feel psychologically connected (Participant C).

... there is a need for congruency between personal and organisational goals. HR professionals need to find a balance between employee goals and organisational goals (Participant B).

If an employee fails to derive the meaning from their job, it brings a bit of frustration and stress and burnout. It is important that meaning is clear; every employee wants to grow and it impacts on them psychologically. If there is no growth, there is no creativity. If there is a disconnect in the workplace some employees may absent themselves (Participant D).

Moreover, Participant E emphasised the importance of communicating goals:

Communication of goals is very important; this ensures that the goals are accommodated by the employees and the employees feel valued and integrated with the goals.

Theme 4: Management of Emotions

The majority of the participants highlighted the importance of managing emotions in the workplace. As Participant A explained, *“When the emotional wellbeing is balanced, the output of the work will increase”*.

Similarly, Participant F also specified that

Emotions drive individual behaviours; they drive how an employee interfaces with everyone around them. The emotional wellbeing needs to be taken care of as it can be impacted by personal problems and thus ultimately impacts on delivery.

Participant B provided a practical scenario in support of the management of emotions:

Let's say you enter a department with an employee who has a sad face, it will also affect other employees thereby decreasing the level of output. There is a spill over that often occurs as a result of emotions; emotions are contagious other people may catch feelings of negative emotions and this may eventually affect production in the organisation.

Participant C voiced similar sentiments by highlighting the following:

If I am not emotionally connected or passionate about my job, I will not be able to perform to the maximum, hence organisational goals will not be achieved. It is not only evident in face to expression but, it is also evident in tasks that have to be completed.

In addition, Participant H highlighted that micromanagement affects the emotional wellbeing of employees she stated that

"....in previous organisations I have worked some managers micromanaged their employees. Employees working under them did not seem happy to be at work.this made me realise the impact of micromanagement....."

Comparatively, Participant J highlights that emotions are the most difficult to manage in his organisation. Although it is company policy for employees to smile to customers, it is as he mentioned difficult to force an employee to smile. He stated in this regard:

... we have encountered emotional labour issues, our customers give us feedback that a certain employee was rude, disengaged or emotionally disconnected from work. When we get the feedback we then interpret that probably that the employee is not well emotionally ... thereafter we propose measures to address the problem.

Theme 5: Social Wellbeing and Work Relationships

The results of the qualitative analysis also revealed that social wellbeing influences work relationships. Participants A, B, D, E, F and I highlighted that social wellbeing also affects relationships outside the workplace. Participant F supported this, stating, *"we are the sum total of relationships that we live around with, you are not created in vacuum, one way of the other we communicate with one another.*

In addition, Participant E mentioned that *"there must be collegiality and respect among colleagues. However, this differs in relation with management due to different levels of management"*.

Regardless of hierarchical levels, work relationships are very important Participant F highlights the fact that

... most employees leave jobs because of bad managers. Managers should be open and provide constructive feedback. Feedback should be provided in a constructive way; employees should be challenged professionally. Employees

need to be properly communicated to as they are the cornerstone of the organisation.

Likewise, Participant H revealed that

... if employees are requested to work beyond their capacity and capability this may ultimately contribute to the breakdown of work relationships' and this will negatively impact on the social wellbeing of employees.

Theme 6: Wellness Programme Management

Despite efforts made by their organisations to introduce and manage wellness programmes, most participants stressed that they face challenges with regard to the management and implementation of wellness programmes. Some of the pertinent interview excerpts in this regard are highlighted below:

It is very important to have wellness programmes. Because there is one aspect of stress and it is killing many people in the organisations. For example, healthy lifestyles, blood pressure and stress management should be a priority of wellness programmes (Participant C).

In some cases, cultural issues and personalities often affect the divulging of information and affects the extent to which employees participate in the wellness programme Participant E, explained that

... there are issues of perception of the importance of the wellness programmes, some employees may not be comfortable to do an HIV test in the workplace mainly because of disclosure issues. Although the legislation clearly stipulates that privacy has to be respected, some employees may fear that their information may be divulged; this ultimately impacts on their commitment to the whole process.

Participant D echoed these sentiments:

... some employees are shy to bring to light some of the things that affect them. Even if it is a third party conducting those programmes, some employees feel like that the third party will divulge the information to their employer.

Similarly, in her organisation Participant G had observed that

... a few employees have not been happy to take part in the wellness day, they fear for privacy and they don't want to lose their jobs, they do not want to be in a situation whereby the employers will fire them because they are deemed unhealthy.

Another recurring observation with regard to the management of wellness programmes was the motive and intention of such programmes. For example, Participant G highlighted that

... when wellness days are done as a public relations stunt employees will not fully commit to participating in the programmes. Employees can pick when wellness programmes are being done as an act.

However, Participant I alluded to the fact that in her organisation wellness programmes have been very effective; the only challenge being faced is finding the time to present them owing to the busy nature of the engineering sector. Similarly, Participant H highlighted that despite the commitment challenges exhibited by some employees they do conduct body mass assessments, HIV testing and the like, “so that we assist employees in healthy living lifestyles. They only have the wellness days twice a year.”

By the same token, Participant J highlighted that in his company they have successfully implemented wellness programmes through an external provider. He explained that “we outsource wellness, it provides us with the data and the trends that are of critical to the employees and that informs our HR strategy. this also helps to improve wellness”. He further mentioned that “there is stigma around wellness, for instance if an employee is referred to see psychologist they think they will be disciplined then fired”.

Participant J’s observations were supported by the following statement by Participant B:

If the organisation is serious about employee wellbeing programmes, the programmes are a must. Health facilities are very important in the organisations this actually uplifts the wellbeing of employees. Secondly, issues to do with ergonomics are of paramount importance. Ergonomics will work very well if there is an effective system of wellness programmes in place in the organisation.

5.7.2 Talent Management

Theme 7: Talent Conceptualisation

Participants were asked to provide their conceptualisation of the term “talent”. Most of the participants explained that talent is the skill that a particular employee or a job seeker has that can improve organisational performance. Some of the conceptualisations of talent are included in the following excerpts:

It is the unique capability that makes one stand out exceptionally from others (Participant C).

It is a natural God-given skill that one has. It is not something that is taught but something that comes easily without being taught (Participant D).

Talent is stock of expertise and knowledge. It even goes to cover the competence and the skills.....” (Participant B).

Participant B went further, however, to specify that “an organisation may have thousands of employees, but from these they identify the stock whom they feel are critical to the organisation”

Participant B’s observations were supported by Participant G and J. Participant G highlighted in this regard:

Employers and employee views of talent are different. Some employers cannot do without the talent and they specifically choose some jobs to be more superior to others.

While Participant J further explained that

... talent is a term that confuses me. It is term that has always been there as a general term, it supposed to mean people are talent. Because not everyone is talent but they can be a risk to the organisation.

The above discussion reveals that perceptions of talent differ depending on whether you are an employee or an employer.

Theme 8: Talent Attraction Strategies

In describing the talent attraction strategies their organisation applies, most of the participants highlighted that the image portrayed by an organisation to the outside world is very important, as a good compensation package alone may not attract employees effectively. There are certain push and pull factors involved, including looking for work (a push factor) and pull factors such as the organisation's reputation and remuneration (Participants A, B, C, D, E, J and I).

For instance, Participant F pointed out:

There is need for a clear employee value proposition; people buy into a brand before they buy the product. Employees look at the mission and vision, especially on social media.

While Participant G had this to say:

... an organisation should be an employer of choice; culture should be talent centric as employees need to be treated as customers that will definitely attract talent.

Both Participant I and Participant H highlighted that in their organisations most potential employees are attracted by the brand.

Participant J, on the other hand, explained that his organisation did not have a one-size-fits-all approach; they targeted their talent differently by focusing more on the job category or position. They considered remuneration, the working environment and location to be pull factors for the organisation.

Theme 9: Sustainable Talent Development Practices

In explaining sustainable talent development practices, the participants described a variety of practices and perspectives which were mostly to do with strategic alignment issues. These included the organisational climate, training needs, type of job or occupation, motive for development, compulsory or voluntary nature of training, relevancy of training, needs analysis and resources. Most of perspectives were based on practical experience, which are highlighted in some of the interview extracts below:

When you train employees, you are giving them more skills or you are empowering them or exposing them to more talent. It contributes well to the organisation (Participant A).

Participant B affirmed Participant A's opinion, stating

... it depends on how you make it compulsory. Rather make it voluntary or make it compulsory but, make sure that the employees see the value of the training.

And Participant C stated that “... development is essential to wellbeing as it makes the employee feel valued and happy and that they can exceed beyond their limit.

Further opinions in this regard include:

... training should come as a need; training imposed without digging deeper may not benefit the person and the organisation. People are sent for training because of ticking the boxes, it has to be accurate and address challenges and problems in the organisation (Participant F).

... training is very critical because it fuels employee wellbeing and performance (Participant G).

Additionally, Participant H explained the importance of consultation with line managers. She affirms that

It is very important if there are training needs, we have discussions with line managers and identify so and so should go on training so that they can be able to do their job.

Moreover, Participant I revealed that in her organisation training and development are linked to career progression and coaching. She stated that

... we have a lot of interns; they are coached as they move across the employment ladder to ensure they are updated with the latest skills and knowledge. The senior employees transfer their skills to the junior employees.

However, Participant J indicated that training is only compulsory for the core employees although other categories of employees are offered optional training, which is conducted as and when the need arises.

Theme 10: Engaging and Retaining Talent

The majority of the participants highlighted the importance of engaging with and retaining talent and the need for customised retention strategies. Most organisations have financial and non-financial retention strategies in place to deal with this issue.

For example, Participant A highlighted that

... even when employees are well skilled or well trained, the possibility of them leaving an organisation is there. So in terms of an organisation retaining the talent they have trained, they have to introduce incentives so they stay within the organisation.

With regard to the notion of whether the same retention strategies should be adopted across the different generations, she explained that it would not be ideal as “*one needle does not work for everybody to avoid infection*”, which implies a customised approach to engaging and retaining staff.

Furthermore, Participant G emphasised that a holistic strategy should be in place, in terms of which top, middle and junior management are custodians of the talent process. She emphasised that “*high-performance work systems, talent centric*

organisational cultures and work-life balance are also very good strategies for retaining employees”.

In support of engaging and retaining talent Participant H provided an example of an employee who resigned mainly because she did not find meaning in her job:

A young lady in my company actually resigned because she wanted her input to be considered more than having instructions to be handed down. She did not want to be confined in structures and processes; she wanted a flexible workplace.

The research survey also revealed the importance of conducting organisational climate surveys. Participant J highlighted that surveys have worked very well to identify the talent retention strategies in his organisation. He explained this as follows in his organisation:

We look at the market, we do an employee perception survey every 2 years and it gives us important data to develop important retention strategies.

The following subsections provide a detailed discussion of the two subthemes of financial and non-financial strategies.

Subtheme: Financial Strategies

Most of the participants mentioned the importance of financial strategies in engaging and retaining talent. Some of the excerpts from the interviews that highlighted this topic follow: -

... a competitive compensation package is essential in retaining employees (Participant G).

... we have been retaining employees with money, we have to face the reality that money is still a motivator. If there is a skill set that we perceive they will be difficult to replace we give them a good compensation package and benefits. It is not the correct way but that is what is happening in our organisation (Participant (H)).

In addition, Participant C explained in this regard:

Money definitely is a good retention technique. This needs to be augmented with appreciation days and gestures that employees will appreciate are necessary such as birthday gifts, hampers ...

This was supported by Participant B who affirmed that

... organisations must create a conducive work climate such as regular checks of employee evolving needs. Creation of a good work climate is of paramount importance, salary can motivate but, salary can be increased to a point when it is no longer a motivator, thus negatively impacting on the employee (Participant B).

Subtheme: Non-financial Strategies

All participants emphasised the importance of non-financial strategies for retaining and engaging employees.

For instance, Participant A explained that

... companies have to introduce incentives so that employees stay within the organisation. A well-executed wellness programme can also retain employees.

However, Participant B accentuated the importance of a company projection as a non-financial strategy, stating:

It depends on how the organisation projects or sells itself, e.g. Google in terms of vision, if I were asked to go for an interview I would jump. This is not because of heavy package but due to the conducive environment.

In addition, Participant E highlighted that “employees are not only driven by remuneration they are other factors than can contribute to retention of employees”, while similar sentiments were voiced by Participant G, who affirmed that

... work satisfaction professional development, clear direction, managerial support. Managers should support their subordinates by having meaningful goals, these are the expectations and what we expect in the organisation; this results in the creation of high-performance work systems. Talent-centric organisational cultures and work-life balance is also very important. Employees have a life too and they need time to attend to both their personal and work related matters.

Participant H pointed out the importance of team-building initiatives as a non-financial retention strategy, explaining:

We also try and make sure that they get to work hard and play hard; there is a lot of team building; we give them prizes e.g. vouchers. We do things that will keep them excited in the organisation.

5.7.3 Integration of Talent and Wellness

Theme 11: Optimising Talent and Wellness Integration

All participants were aware of the need to optimise the integration of talent and wellness. The majority indicated that wellness was not effectively integrated in the talent management process in their organisations, with only one participant indicating that integration existed at the higher level in her organisation. Some of the interview excerpts are highlighted below: -

Participant H stated in this regard:

The two cannot be separated they are like two wings of an aeroplane that plane will not go very far if one is removed. Once an organisation attracts employees, they are on boarded into the organisation the next step is how we do motivate, excite employees, and ensure they enjoy their stay in the organisation. Wellness should then be brought into the organisation. Employee wellbeing should be built in talent management. I was in an organisation where for 20

years there has never been an effort that has been done to look at the wellbeing of employees.

Moreover, Participant B highlighted that “*there is a disconnect between talent management practice and employee wellbeing practice*”.

In addition, Participant A was of the opinion:

When processes are being handed out, senior managers might say this is not relevant to us. But the HR Professionals might say we need to practise this. The challenge is contradicting information or lack of information within the organisation.

Despite the challenges inherent in the integration of talent and wellness, Participant B maintained that the integration should not be too big a challenge as it is the role of HR professionals to ensure that the integration is optimised. He stated as follows in relation to this:

In my view, it is not difficult since organisations employ HR practitioners who should do research on talent management and employee wellbeing. HR professionals should conduct research and find out which areas should they addressed in order to enhance talent management and employee wellbeing integration.

Similar sentiments were uttered by Participant H who affirmed that

... wellness is indeed a part of talent management. If you have identified talent, you have a person who matches the job and can do the job and the person is guided, trained and developed in terms of the existing skills set to where you would like to see them in a couple of months. Wellbeing stems from talent management. If you are managing talent well, the employee feels there is a sense of direction, the employee knows exactly what they need to do.

Participant E explained in this regard:

I think HR's role is to identify the talent. Once the talent is here, you have now to identify what wellbeing means to them since people are different. Overall, the employee needs to adapt to the environment. However, companies should try to employ HR Professionals who are passionate about embedding employee wellbeing with talent management.

Another critical factor that emanated from the discussion is the image the company project on social media. Participant G felt voiced his feelings in this regard as follows:

If employee wellbeing needs are being taken care of organisations would be able to retain their talent. The biggest challenge is that employees tell their friends and potential employees through social media about the nature of the organisations and this can make potential employees to like or dislike organisations.

The following subsections provide a detailed discussion of the two subthemes on stakeholder involvement and inclusive practices.

Subtheme: Stakeholder Involvement

All participants believed that everyone has an essential part to play in the talent and wellness management process. However, HR professionals were identified as the most important stakeholder in the process with the other important stakeholders being mentioned in the interviews being CEOs, line managers, supervisors, heads of departments, and employees. Some of the quotes in this regard taken from the interviews are indicated below:

Wellness has to serve talent management mainly because talent management is the bigger picture and wellness should enhance talent. Wellness should be a part of talent management (Participant J).

Anyone directly connected to the employee such as HR line managers, workers union, and heads of departments. Also, the employee is responsible as well. What is of paramount importance is the building of relationships to ensure that the whole process goes on smoothly (Participant C).

I think people in HR, managers and CEO. Also people directly linked to employees such as supervisors as well as employees themselves. HR should oversee the whole process and filter it down to the employees ... The employee has to play a crucial role in this regard and ensure that their wellbeing is taken care of too (Participant H).

The various stakeholders have a role to play, HR should lead the process, and it is a technical area which requires HR to drive the process. It is definitely not something that one stakeholder can do alone. HR should provide the framework and the philosophy and the best practice of doing employee wellness and partner with line managers who work with employees on daily basis (Participant J).

Subtheme: Inclusive Practices

This subtheme emanated as an emerging subtheme from the interviews, with most of the participants mentioning the importance of managing mental health, as well as tangible diversity indicators such as age, race, ethnicity and culture which impact on employees in the workplace. This ultimately also highlights the need to manage diversity in the workplace extensively. For example, Participants A, B, D, F, G, I and G emphasised the need to incorporate mental health in the talent and wellness process.

For instance, Participant D explained that “*depression is affecting a lot of employees in the workplace, this ultimately affects the mental wellbeing of employees*”.

Additionally, Participant J highlighted that he has faced challenges with regard to managing mental wellness in the workplace, stating that

... mental wellness issues, bipolar and depression are very difficult to manage. Employees may not be aware of them and it takes a long time for them to admit they have a problem. What further compounds the matter is that they do not

fully utilise the services available in the workplace ... furthermore, mental wellbeing is viewed and attributed differently among different cultures ... for some cultures mental wellbeing is regarded as a normal medical condition arising from various factors such as depression. However, in other cultures it is attributed to some supernatural powers such as witchcraft because someone is doing very well. This ultimately impacts on how we manage mental health in the workplace, as some employees prefer not to see the psychologist but would prefer to see a spiritualist.

In order to address challenges related to managing diversity, Participant G maintained that

... organisations should develop and implement, strong, robust, unique strategies to ensure the retention of highly talented and competitive employees in order to survive in today's global environment which accommodates inclusivity.

5.8 Chapter Summary

In this chapter, the key findings of the qualitative part of the research study were presented. The following themes were identified as being determinants of employee wellbeing: physical wellbeing and employee performance, psychological wellbeing and achievement of goals, management of emotions in the workplace, social wellbeing and work relationships, wellness programmes management, talent conceptualisation, talent attraction strategies, sustainable talent development practices, engaging and retaining talent, talent and wellness stakeholders, optimising talent and wellness integration and harnessing diversity. In the next chapter, the key findings of the research as discussed in Chapters 4 and 5 will be consolidated and synthesised.

CHAPTER 6: DISCUSSION OF RESULTS AND FINDINGS

6.1 Introduction

In this chapter, the discussion of the key findings of the quantitative (Chapter 4) and qualitative analysis (Chapter 5) will be interrelated with the concepts and theories that were highlighted in the literature. The chapter will begin by highlighting the process of merging results and the key categories that emanated from the process. This will then be followed by an in-depth integrated discussion of the literature and the merged results. The multilevel integrated framework for talent management and employee wellbeing will be subsequently presented. Finally, a chapter summary is provided.

6.2 Merging of Quantitative and Qualitative Results

In this section, the discussion is based on biographical statistics and the merged quantitative and qualitative results of the sequential exploratory research. According to Creswell and Clark (2007), Driscoll, Appiah-Yeboah, Salib, and Rupert (2007), Levitt et al. (2018) and Onwuegbuzie and Leech (2006), in mixed methods research quantitative and qualitative data must be merged during the research process in order to obtain comprehensive and integrated results.

6.2.1 Key Findings Relating to the Biographical Characteristics of the Sample

The key findings relating to the merged biographical characteristics of the sample are highlighted in Table 6.1.

Table 6.1: Summary of Key Findings Relating to Biographic Characteristics of the Sample

Biographical Characteristics	Results (Quantitative)	Results (Qualitative)	Consolidated Findings
Age	The majority of the respondents fell into the age group 40–49 with 78 respondents (37.1%), followed by the 30–39 age group with 60 respondents representing 28.6% of the study. This is then followed by the age group 50–59, with 40 respondents (19%) and 20–29 with 30 respondents (14.3%). A minority of the respondents are from the age groups 60–79 and above 70, representing 0.5% each.	The majority of the respondents fell into the age group 40–49, with 5 respondents (50%), followed by the 30–39 age group with 3 participants representing (30%) of the study. 2 participants formed the 21–29 age groups, representing (20%).	This reflects the active age group of HR professionals in South Africa

Gender	A total of 129 (61.4%) female respondents and 81(38.6%) male respondents.	Six participants (60%) were female while 4 participants (40%) were male.	The percentage shows that the female respondents outnumbered male respondents, which is a true reflection of HR professionals in the South African work environment
Qualifications	In the demographics section on education, the majority held bachelor's degrees with 61 (29%) respondents. This is followed by master's degree and diploma holders who were on par with 47 (22.4%) respondents each. Honours degree holders ranked third with 41 (19.5%) respondents. The minority of the respondents were doctoral degree holders with 14 (6.7%) respondents.	All participants interviewed had a minimum standard of degree level education. 4 (40%) participants had an honours degree while 6 (60%) had a master's degree.	This analysis reveals that most HR Professionals in South Africa are educated.
Years of Experience	Sixty (28.6%) respondents had 1–3 years of experience in HRM and/or employee wellness. Respondents with 4–6 years of experience ranked second with 55 (26.2%). Ranked third are respondents with more than 10 years' experience who numbered 51 (24.3%). A minority of the respondents` had 7–9 and less than 1 year representing 23 (11%) and 21 (10%) respectively.	Five (50%) had a more than 10 years' experience. Respondents with 4–6 years and those with 1–3 years were on par with 2 (20%) each. There was only 1 (10%) participant with 7–9 years' experience.	This analysis of the merged results reveals the levels of experience in HRM and/or wellness for South African HR professionals.

6.2.2 Summary of Key Findings of Merged Quantitative and Qualitative Data

The process of merging data commenced at the beginning of the research conceptualisation when the goal of the study was formulated. This was then followed by formulating a justification for the mixed method exploratory sequential design approach. The next stage was the formulation of closed-ended quantitative survey questions that were developed from the literature. The subsequent in-depth, semi-structured interview instrument consisted of individualised questions intended particularly to explore interesting or ambiguous survey responses, as well as standard questions exploring general perspectives on talent management and employee

wellbeing. This was then followed by the identification of the relevant data sets for integration. These were:

- Descriptive statistics and hypothesis testing results
- Themes from the interview analysis

The next step involved an in-depth analysis of the applicable quantitative and qualitative data sets to obtain an overview of the various categories of data. The categories of the indicated data sets were subsequently used as a framework for merging the data. For instance, merged category 1, conceptualisation and determinants of talent management, was formed as a result of merging category 1 of the quantitative analysis and category 7 of the qualitative analysis. The following questions were applied as a strategy for merging the data.

- What relationships exist between quantitative and qualitative categories?
- What can be construed from the categories holistically?
- Are there any integrated meanings relevant to the research that were missing?
- What alternative descriptions could be formulated?

As a result of the merging process, ten categories were formed, namely, *conceptualisation and determinants of talent management; conceptualisation and determinants of employee wellbeing; relationship between talent management and employee wellbeing; talent attraction and employee wellbeing attributes; talent development and employee wellbeing attributes; talent retention and employee wellbeing attribute; adoption and management of wellness programmes; stakeholders for talent and wellness management; guidelines for optimising talent and wellness management integration; and emerging findings*). Figure 6.1 depicts the process that was followed in merging the quantitative and qualitative data and Table 6.2 classifies the merged categories of data.

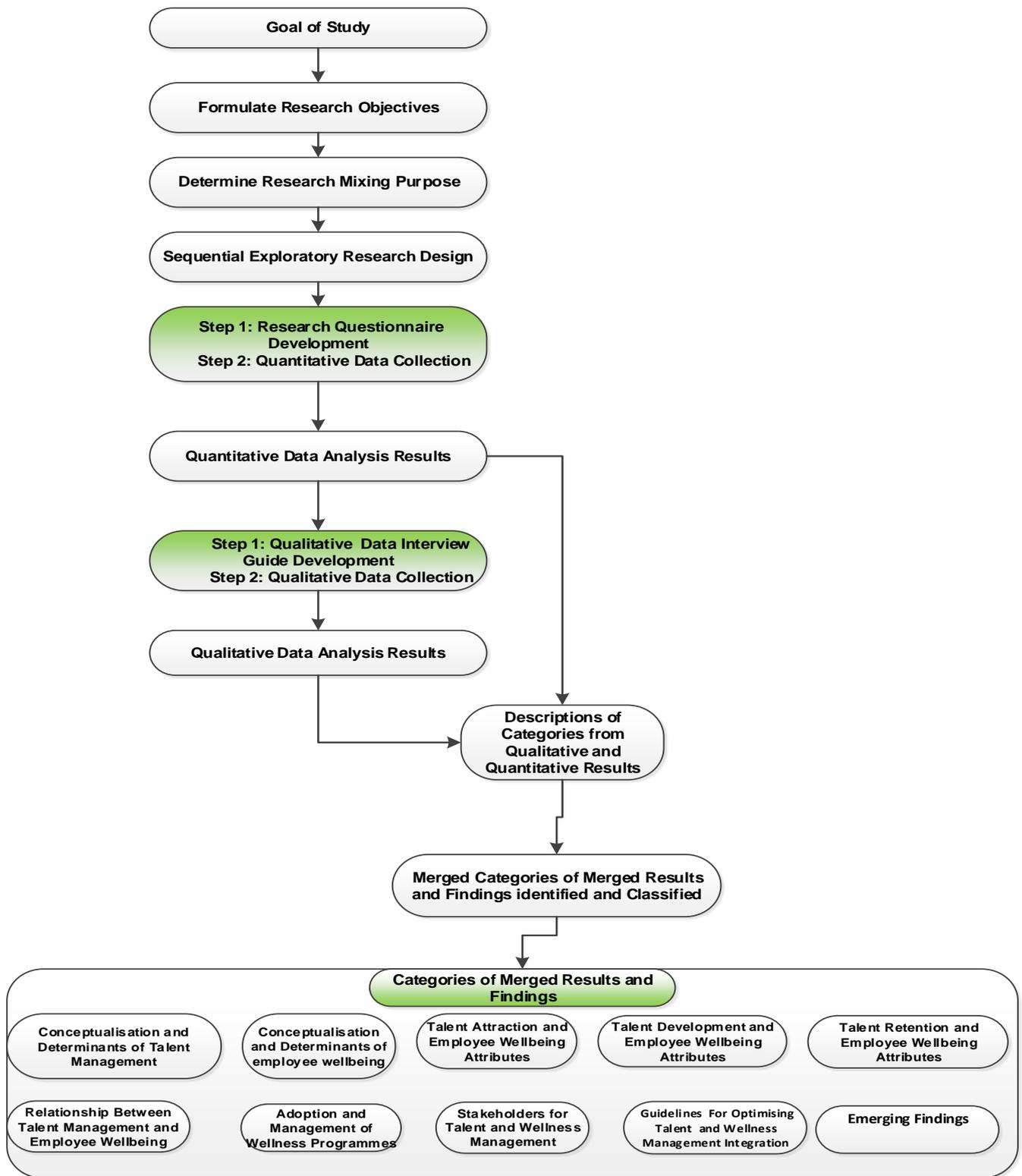


Figure 6.1 Process of Merging Quantitative and Qualitative Results

Adapted from ideas presented by Creswell and Clark (2007); Driscoll et al. (2007); Levitt et al. (2018); Onwuegbuzie and Leech (2006)

*** **Employee Wellbeing Attributes** refer to the following: *Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing*

Table 6.2 Merged Categories of Quantitative and Qualitative Results

Quantitative Results	Qualitative Results	Merged Categories
Descriptive Statistics and Hypothesis	Themes	
1. Mean and standard deviation results	1. Determinants of Employee Wellbeing	1. Conceptualisation and Determinants of Talent Management (Quant 1 + Qual 7)
2. Ha: There is a statistically significant relationship between Talent Management and Employee Wellbeing	2. Physical Wellbeing and Employee Performance	2. Conceptualisation and Determinants of Employee Wellbeing. (Quant 1 + Qual 1)
3. Ha ₁ : There is a statistically significant relationship between Talent Attraction and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing	3. Psychological Wellbeing and Achievement of Goals	3. Talent Attraction and Employee Wellbeing Attributes (Quant 3 and 9 + Qual 2, 3, 4, 5 and 8)
4. Ha ₂ : There is a statistically significant relationship between Talent Development and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing	4. Management of Emotions	4. Talent Developmental and Employee Wellbeing Attributes. (Quant 4 + Qual 2,3,4, 5 and 9)
5. Ha ₃ : There is a statistically significant relationship between Talent Retention and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.	5. Social Wellbeing and Work Relationships	5. Talent Retention and Employee Wellbeing Attributes (Quant 5 + Qual 2,3,4, 5, 9 and 11)
6. Ha ₄ : There is a statistically significant relationship between Talent Management and the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.	6. Wellness Programmes Management	6. Relationship Between Talent Management and Employee Wellbeing (Quant 1, 2, 6 + Qual 1, 2, 3,4, 5 and 7)
7. Adoption of Wellness Programmes	7. Talent Conceptualisation	7. Adoption and Management of Wellness Programmes (Quant 7 + Qual 6)
8. Responsible Stakeholders for Integrating Talent Management with Employee Wellbeing	8. Talent Attraction Strategies	8. Key Stakeholders in Talent and Wellness Management Quant 8 + Qual 11)
9. Outliers Unique Responses: <ul style="list-style-type: none"> Engagement Retention Role of salaries in retaining employees Psychological wellbeing 	9. Sustainable Talent Development Practices	9. Guidelines for Optimising Talent Management and Wellness Integration (Qual1-9 + Qual 1-11)
	10. Engaging and Retaining Talent	10. Emerging Findings (Quant 9 + Qual 11)

	11. Optimising Talent and Wellness Integration	
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Source: Researcher's own construction

6.3 Integrated Discussion of the Literature and Merged Quantitative and Qualitative Results and Findings

By merging the results of the qualitative and quantitative dimensions and interlinking them with the extant literature, the following findings emerged:

6.3.1 Conceptualisation and Determinants of Talent Management

In the quantitative study, it was found that the mean value scores for the talent management determinants ranged from 4.05 to 4.23 (talent attraction 4.05, talent development 4.15, talent retention 4.23). These mean values depict high levels of importance and understanding of talent management and its attributes. These findings were supported by the qualitative study which showed that the majority of the participants conceptualised talent as the skill a particular employee or a job seeker has that can improve organisational performance throughout their organisational life cycle. In addition, the qualitative findings revealed that employer perceptions and employee perceptions of the term "talent" differ. For instance:

Talent is stock of expertise and knowledge. It even goes to cover the competence and the skills ... an organisation may have thousands of employees; from these they identify the stock whom they feel are critical to the organisation (Participant B).

Participant B's observations were supported by Participants G, who highlighted that

Employers and employee view of talent are different. Some employers cannot do without the talent and they specifically choose some jobs to be more superior to others.

Also in support was Participant J, who explained that

... talent is a term that confuses me. It is term that has always been there as a general term, it is supposed to mean people are talent. Because not everyone is talent but, they can be a risk to the organisation.

What can be deduced from this synergistic analysis is that the basic understanding of the term "talent" is similar across the industries considered for this research. However, there are different interpretations of the term "talent" and the pivotal role it plays in enhancing organisational performance. Thus, talent is not absolute; rather is relative and subjective. These findings also support the theoretical findings of Thunnissen et al. (2013), who state that the differentiation of talent competencies and abilities differs

according to the setting and the situation and thus are contextual (Ansar & Baloch, 2018; Collings & Mellahi, 2009; Erasmus, Naidoo, & Joubert, 2017; Schuler et al., 2011; Thunnissen et al., 2013).

From the above discussion, it becomes clear that talent management is viewed from three standpoints:

- I. Talent management comprises of talent attraction, talent deployment, talent development and talent retention.***
- II. Talent management aims at creating a talent pool where the organisation can identify employees with the requisite competencies.***
- III. Talent is viewed as a resource capability with different perceptual interpretations from employer and employee viewpoints.***

6.3.2 Conceptualisation and Determinants of Employee Wellbeing

Regarding the quantitative results, the mean value score for employee wellbeing ranged from 3.88 to 4.46 (physical wellbeing, 4.28; emotional wellbeing, 4.46; psychological wellbeing, 4.11; social wellbeing, 3.88). These results reveal a high level of understanding of employee wellbeing attributes. These findings were supported by the qualitative results, where participants conceptualised employee wellbeing as the ability of a person or an employee to take care of themselves psychologically, physically, socially, mentally and spiritually. Two attributes which emanated from the qualitative exploration were mental wellbeing and spiritual wellbeing. These attributes are supported by the findings of Yadav and Maheshwari (2019) pertaining to workplace spirituality. Accordingly, workplace spirituality guides employees on an ethical path at work by nurturing a positive, peaceful and compassionate environment for employees.

Furthermore, most of the participants considered wellness and wellbeing as meaning the same thing. This validated the conceptual justification for using the terms “wellbeing” and “wellness” interchangeably, as proposed by Allen, Carlson, and Ham (2007), Bankimbhai (2019), Cooke et al. (2016), Corbin and Pangrazi (2001), De Simone (2014), Hattie, Myers, and Sweeney (2004), Kiefer (2008), Van de Voorde et al. (2012) and Zhang (2018).

In addition to this finding, the qualitative analysis further validated the subjective nature of employee wellbeing and the challenges of measuring it at face value, for instance:

Participant B indicated in this regard:

It is very difficult to determine the level of employee wellbeing. However, with the critical checks you might be able to identify it. Sometimes employees project a certain face to avoid people around them knowing what they are going through.

Similar sentiments were echoed by Participant C who also indicated that

It is not really easy to tell at face value the wellbeing of an employee. People can put a mask you can hear from the grapevine that employees are going through a traumatic experience.

Participants E and H noted that the ability to determine the wellbeing of an employee rests on managerial skills. Although employees and managers may come from different backgrounds, if has a good relationship with the employees it is easy to assess the wellbeing of employees.

These findings support and validate the literature on the conceptualisation of employee wellbeing with the emotional, social, physical and spiritual attributes being propounded by the Hettler Wellness Model (as cited in Hattie et al., 2004). In addition, the research findings support the notion that employee wellbeing at the micro-level is concerned with providing a set of motivating resources such as social support from colleagues and superiors, performance feedback, opportunities for learning and development to employees. Under such circumstances, employee engagement is afforded an opportunity to thrive by providing a psychological state in which employees feel they have an invested interest in contributing to organisational success and performance (Gilbert & Kelloway, 2014; Salanova et al., 2014).

Of relevance to the discourse on employee wellbeing is the notion that the findings also support the conservation of resources theory (COR) and the broaden and build theory which are interlinked with employee wellbeing outcomes. On the one hand the COR theory specifies that motivation drives employees to maintain their current resources and pursue new resources. Broaden and build theory, on the other hand, emphasises the way in which positive emotions broaden an employee's awareness and encourage novel, varied and exploratory thoughts and actions. Thus, an integrative evaluation of employee wellbeing is built upon flourishing work environments (Avey et al., 2010).

From this integration of talent management and employee wellbeing it can therefore be deduced that physical, emotional, psychological, social, mental and spiritual wellbeing are important attributes of employee wellbeing. Applying an integrated approach to harnessing and understanding the impact and outcomes

of employee wellbeing is essential for managers as a pathway for enhancing employees and organisational goals.

6.3.3 Talent Attraction and Employee Wellbeing Attributes

It is evident from the results that talent attraction has a significant positive relationship with the following Employee Wellbeing attributes: Physical Wellbeing (medium effect) ($r = 0.379, p < 0.01$); Emotional Wellbeing (medium effect) ($r = 0.468, p < 0.01$); Psychological Wellbeing (large effect) ($r = 0.525, p < 0.01$); Social Wellbeing (large effect) ($r = 0.560, p < 0.01$). In addition, all the beta coefficients imply that the employee wellbeing attributes influence talent attraction positively, as depicted in Table 6.3 below:

Table 6.3 Influence of Employee Wellbeing Attributes on Talent Attraction

Employee Wellbeing Attribute	Resultant Increase in Talent Attraction
Effect of an increase in Physical Wellbeing (PW) of 1 unit while all other independent variables remain constant.	0.052
Effect of an increase in Emotional Wellbeing (EW) of 1 unit while all other independent variables remain constant.	0.213
Effect of an increase in Psychological Wellbeing (PWB) of 1 unit while all other independent variables remain constant.	0.152
Effect of an increase in Social Wellbeing (SW) of 1 unit while all other independent variables remain constant.	0.337

This integrated analysis is also supported by the qualitative findings gleaned from the interviews, in which participants highlighted that that the image portrayed by an organisation is very important, as a good compensation package alone may not attract employees effectively. Participant C clearly clarified the way in which Google is an employer of choice owing to the image it projects, as well as the company's emphasis on social wellbeing. This qualitative analysis has been empirically validated in this research by the high beta coefficient, that is, 0.337. This is supported by research conducted by Nayak et al. (2018), who found that social networking technologies allow HR and staffing professionals the ability to connect with the available talent force in the employment market. Furthermore, an effort to solicit suitable candidates for the company by employing appropriate and diverse media platforms is an important procedure in the talent attraction process (Collings & Mellahi, 2009, Erasmus et al., 2017; Thunnissen et al., 2013). In addition, there are push and pull factors which facilitate the extent to which employees are attracted to organisations. Push factors

include the fact that the candidate is looking for work and pull factors include the reputation of the organisation, remuneration and the like (Participant, A, B, C, D, E, J and I).

In this regard, Participant F pointed out as follows

There is need for a clear employee value proposition; people buy into a brand before they buy the product. Employees look at the mission and vision, especially on social media.

While Participant G had the following to say:

An organisation should be an employer of choice; culture should be talent centric as employees need to be treated as customers that will definitely attract talent.

Participant J, on the other hand, explained that his organisation did not apply a one-size-fits-all approach, rather they targeted their talent differently by focusing more on the job category or position. They considered remuneration, working environment and location as pull factors for the organisation.

Therefore, it may be confirmed that Talent Attraction is positively associated with the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing. As a result, H₁ is supported. In addition, when examining Talent Attraction and Employee Wellbeing attributes qualitatively, it was found that they constitute push and pull factors which influence the extent to which employees will consider joining an organisation. More importantly, the brand image portrayed by an organisation plays an integral role in attracting potential talented employees.

6.3.4 Talent Development and Employee Wellbeing Attributes

The quantitative results confirm that there is a significant positive relationship between Talent Development and the following Employee Wellbeing attributes: Physical Wellbeing (medium effect) ($r = 0.392$, $p < 0.01$); Emotional Wellbeing (medium effect) ($r = 0.441$, $p < 0.01$); Psychological Wellbeing (medium effect) ($r = 0.482$, $p < 0.01$); and Social Wellbeing (medium effect) ($r = 0.381$, $p < 0.01$). These results bring to the fore some critical points that have been generally accepted in the extant literature. For instance, Meyer (2014) and Thunnissen et al. (2013) posit that employees should be encouraged to develop their professional competencies. This intrinsically affects the interval value system of an employee i.e. employee wellbeing. These important insights were validated qualitatively, as the interview participants described a variety

of practices and perspectives for enhancing talent development. Specific organisational practices include creating a conducive organisational climate, meeting training needs, identifying the type of job or occupation motive for development, deciding on the compulsory or voluntary nature of training and the relevancy of training, conducting needs analysis, and providing the requisite resources. Most of perspectives were based on practical experiences: Some of the interview extracts are highlighted below:

When you train employees, you are giving them more skills or you are empowering them or exposing them to more talent. It contributes well to the organisation (Participant A).

... development is essential to wellbeing as it makes the employee feel valued and happy and that they can exceed beyond their limit (Participant C).

... training should come as a need; training imposed without digging deeper may not benefit the person and the organisation. People are sent for training because of ticking the boxes, it has to be accurate and address challenges and problems in the organisation (Participant F).

Additionally, Participant H explained the importance of consultation with line managers, affirming that:

It is very important if there are training needs, we have discussions with line managers and identify so and so should go on training so that they can able to do their job.

The relationship between talent development and employee wellbeing was further affirmed by the beta coefficients, all the which implied that the employee wellbeing attributes influence talent development positively, as depicted in Table 6. 4.

Table 6.4 Influence of Employee Wellbeing Attributes on Talent Development

Employee Wellbeing Attribute	Resultant Increase in Talent Development
Effect of an increase in Physical Wellbeing (PW) of 1 unit while all other independent variables remain constant.	0.109
Effect of an increase in Emotional Wellbeing (EW) of 1 unit while all other independent variables remain constant.	0.151
Effect of an increase in Psychological Wellbeing (PWB) of 1 unit while all other independent variables remain constant.	0.189
Effect of an increase in Social Wellbeing (SW) of 1 unit while all other independent variables remain constant.	0.105

The results shown in Table 6.4 illustrate important issues with regard to the interlinkage between employee wellbeing and talent development. For example, Participant G opined

that “*training is very critical because it fuels employee wellbeing and performance; employees need to be trained in the skills of specialisation*”. This is supported by Welby-Cooke (2010) and Brown (2006), who state that employees should take ownership of their own career development and line managers should craft a way forward for them. More recently, Meyer et al. (2018) in a mixed methods study found that participation in development initiatives is associated with greater improvement in psychological wellbeing, quality of sleep and management of stress for older employees.

From the above discussion it can therefore be confirmed that Talent Development is positively associated with the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing. Therefore, H₂ is supported. In addition, the qualitative study revealed that talent development initiatives motivate and improve the wellbeing of employees. However, development initiatives should not be imposed; rather they should be linked to the training needs of individuals and the organisation.

6.3.5 Talent Retention and Employee Wellbeing Attributes

The quantitative results show that there is a significant positive relationship between Talent Retention and the following Employee Wellbeing attributes: Physical Wellbeing (medium effect) ($r = 0.403, p < 0.01$), Emotional Wellbeing (medium effect) ($r = 0.388, p < 0.01$); Psychological Wellbeing (medium effect) ($r = 0.458, p < 0.01$); Social Wellbeing (medium effect) ($r = 0.352, p < 0.01$). This analysis validates theoretical findings that investment in good work practices to foster employee wellbeing and resilience is critical not only to support individual health and wellbeing but also to improve the organisation’s bottom line and increase the retention of employees (Cooper & Bevan, 2014). However, employee wellbeing is a subjective experience; employees construe the reciprocal effects on the work-related outcomes of talent retention differently. Consequentially, the impact of financial and non-financial strategies on the overall wellbeing of employees will differ. For example, the qualitative findings revealed that employers should not assume that the same strategies will work for all employees. As Participant A notes:

... even when employees are well skilled or well trained, the possibility of them leaving an organisation is there. So in terms of an organisation retaining the talent they have trained, they have to introduce incentives so they stay within the organisation.

With regard to the question of whether the same retention strategies should be adopted across the different generations, Participant A explained that it would not be ideal as

“one needle does not work for everybody to avoid infection”, which implies that a customised approach should be applied to engaging and retaining staff.

For this reason, if they are not clearly articulated, significant embedded initiatives for talent retention will not retain competent and capable employees (Guthridge et al., 2008). Thus, Olckers and Du Plessis (2012) maintain that organisations should come up with retention strategies which motivate employees to continue working for an organisation. The relationship between talent development and employee wellbeing was further affirmed by the beta coefficients, which imply that all the employee wellbeing attributes influence talent retention positively, as depicted by Table 6. 5.

Table 6.5 Influence of Employee Wellbeing Attributes on Talent Retention

Employee Wellbeing Attribute	Resultant Increase in Talent Retention
Effect of an increase in Physical Wellbeing (PW) of 1 unit while all other independent variables remain constant.	0.187
Effect of an increase in Emotional Wellbeing (EW) of 1 unit while all other independent variables remain constant.	0.075
Effect of an increase in Psychological Wellbeing (PWB) of 1 unit while all other independent variables remain constant.	0.226
Effect of an increase in Social Wellbeing (SW) of 1 unit while all other independent variables remain constant.	0.094

From the above results we may therefore deduce that psychological wellbeing is highly significantly correlated with talent retention. Prior research has confirmed this positive correlation. For example, workaholics work harder based on their inner compulsion which is strongly related to psychological wellbeing (Schaufeli et al., 2008). As the qualitative research findings revealed, most research participants emphasised the importance of a wellness-centric holistic strategy as an enabler for talent retention. For instance; Participant G emphasised that a holistic strategy should be in place where top, middle and junior management are the custodians of the talent process.

She emphasised that *“high-performance work systems, talent centric organisational cultures and work life balance are also very good strategies for retaining employees”*. In support of this analysis Participant H provided an example of an employee who resigned mainly because she did not find meaning in her job: *“A young lady in my company actually resigned. She did not want to be confined in structures and processes; she wanted a flexible workplace.”*

From the above discussion it can therefore be confirmed that Talent Retention is positively associated with the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing. Therefore, H₃ is supported. In addition, qualitatively, organisations must create a conducive work climate supported by financial and non-financial incentives. Failure to effectively create a conducive work environment will negatively affect employee wellbeing as well as the retention of employees.

6.3.6 Relationship Between Talent Management and Employee Wellbeing

The findings relating to the relationship between talent management and employee wellbeing are integrated and synergistic, with a positive strength of association being identified between talent management and employee wellbeing ($r = 0.675$, $p < 0.01$). This correlation supports a significant positive relationship (large effect) between talent management and employee wellbeing, therefore H_a is supported. With reference to the above table, the standardised coefficient beta is 0.675. This indicates that employee wellbeing is positively associated with talent management. These findings are supported by the extant literature, as De Simone (2014), in a critical literature review, identified two interrelated sets of consequences of wellbeing in the workplace. One set of the consequences has the most direct implications for individuals, including physical, psychological and behavioural consequences. The other set of consequences is financial and includes issues such as loss of productivity. These findings also correspond with the qualitative results. For instance:

Participant C highlighted that *“if the state of mind and spirit are not fully integrated, then employees are likely to put sick leave and absent themselves from work”*.

Participant E used the analogy of a factory to describe physical wellbeing:

Physical wellbeing is very essential, as an employee you are like the factory and it needs to be managed well, for it to produce results. The factory is brought to work and becomes the production part of the organisation.

Similarly, Participant H explained that

... healthy and happy employees are committed to the organisation. If the employee is not so fit, and have health issues and they are constantly off sick because they are in pain that affects the operations of the business. Ultimately, it has an impact on the operations and profitability of the business.

In relation to psychological wellbeing and achievement of goals as part of the talent management process, participants held the following views:

Employees need to grow, if there is no growth, and then employees will not feel psychologically connected (Participant C).

If an employee fails to derive the meaning from their job, it brings a bit of frustration and stress and burnout. It is important then meaning is clear, every employee wants to grow and it impacts on them psychologically. If there is no growth, there is no creativity (Participant D).

The integrated analysis of the merged results is also in line with exchange theory by Homans (1958), which proposes that high employee wellbeing improves motivation, engagement, and productivity levels of employees (Lambe, Wittmann, & Spekman, 2001). This is in line with salutogenic functioning, which concentrates on the development of personal and social resources and adaptive tendencies that result in effective behaviour and growth (Cilliers & Ngokha, 2006). Hence, the findings confirm the conceptual model proposed in Chapter 2 (Figure 2.5), which outlines the constructs of employee wellbeing and talent management.

Therefore, the collective experience of wellbeing at work is a result of a combination of three interrelated elements: healthy organisational resources and practices, healthy employees/teams, and healthy organisational outcomes. Healthy organisational resources and practices empower employees to improve productivity and effectiveness in the organisation, thus, supporting the multilevel thinking ideology. Furthermore, research findings by Du Plessis and Barkhuizen (2012) and Guest (2017) infer that human resource management practices positively influence an organisation's performance, ultimately functioning as a potential source of competitive advantage for organisations. Thus, the integrated findings support the positive impact of consolidated research that explores the importance of psychosocial health and wellbeing in the workplace (Bakker et al., 2008; Bakker et al., 2014; Barkhuizen et al., 2014; Cooper & Bevan, 2014; Farrell & Geist-Martin, 2005; Oladapo, 2014; Rothmann & Welsh, 2013; Salanova et al., 2012; Salanova et al., 2014; Sieberhagen et al., 2011; Steinman, 2007; Thekiso et al., 2013).

From this discussion it can therefore be confirmed that Talent Management is positively associated with the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing, therefore H_a and H₄ are supported.

6.3.7 Adoption and Management of Wellness Programmes

The quantitative results revealed that only 37% of the respondents alluded to the fact that talent management was highly integrated and/or embedded with employee wellbeing in the workplace; 51% perceived that the integration was moderate and 12% indicated that there was no integration. The results of this analysis therefore support the extant literature on the need for integrated talent management and wellness research in South Africa (Meyer, 2014; Patel et al., 2013; Pickworth, 2013; SACAP, 2015). This need for research is supported by Deloitte's (2018) human capital trends report for South Africa, which indicates that 16.27% of the South African organisations it surveyed did not have any wellness programmes in place, 31.86% had moderate wellness programmes, while 47% offered very basic services in this regard, such as safety, employee assistance and medical aid schemes. In fact, just 4% stated that they offered extensive wellbeing programmes and actively analysed the impact of these on employee productivity.

The qualitative findings showed that the majority of the participants indicated that wellness was not effectively integrated in the talent management process. Only one participant stated that integration existed at the higher level of her organisation.

In addition, Participant H was of the following opinion:

Employee wellbeing should be built in talent management. I was in an organisation where for 20 years there has never been an effort that has been done to look at the wellbeing of employees.

While Participant B highlighted that “*there is a disconnect between talent management practice and employee wellbeing practice*”.

This analysis confirms the limited research that exists on the feasibility of an overall healthy workplace (Day & Randell, 2014; Ochoa et al., 2018). The findings of the research also revealed that the most common wellness programmes in South Africa are those that promote healthy lifestyles. This was confirmed by 142 respondents. Such programmes focus on work–life balance, counselling, financial management, time management, stress management, peer education and sporting activities. The least adopted wellness programmes were identified as weight management and

smoking cessation, which was confirmed by 49 and 46 respondents respectively. We may also postulate that in recent years there has been a considerable change regarding employee wellbeing, as the focus on wellness has shifted from aspects relating to health and safety to wellness as a lifestyle, which promotes physical and psychological wellbeing in employees (Guest, 2017; Sieberhagen et al., 2009).

However, this shift has not been without challenges. The qualitative analysis revealed that despite efforts made in their organisations to introduce and manage wellness programmes, most participants stressed that they face challenges with regard to the management and implementation of such programmes. In this regard, Participant E explained that

... there are issues of perception of the importance of the wellness programmes; some employees may not be comfortable to do an HIV test in the workplace mainly because of disclosure issues. Although the legislation clearly stipulates that privacy has to be respected, some employees may fear that their information may be divulged this ultimately impacts on their commitment to the whole process.

Participant D echoed this sentiment by highlighting that

... some employees are shy to bring to light some of the things that affect them. Even if it is a third party conducting those programmes, some employees feel that the third party will divulge their personal information to their employer.

Finally, Participant G highlighted that

... when wellness days are done as a public relations stunt, employees will not fully commit to participating in the programmes. Employees can pick when wellness programmes are being done as an act.

These findings confirm the findings of Hannon (2018) and Passey et al. (2018), who conducted mixed methods studies on the challenges faced by managers in relation to the management of wellness programmes. These researchers found out that managers experience difficulties in getting employees to participate in wellness initiatives. Thus, the findings revealed that heavy workloads are common barriers to supporting employee participation in wellness programmes. In addition, the findings indicated that some of the facilitators of managerial support for wellness programmes include awareness of policies and a supportive culture. In addition, Hochart and Lang (2011), Pronk and Yach (2017) and Zhang (2018), in similar research studies, found that worksite wellness programmes were affected by an employer's workplace culture.

Hence, the following outcome may be identified: Despite efforts made by South African organisations to introduce and manage wellness programmes, hurdles are still being faced in terms of their management and implementation.

6.3.8 Key Stakeholders in Talent and Wellness Management

The results of this descriptive analysis revealed that human resource professionals, heads of departments and line managers should all play a pivotal role in ensuring that talent management is effectively integrated with employee wellbeing. The results portray a practical reality in organisations as the afore-mentioned stakeholders are directly involved with employees. The qualitative analysis revealed that all participants believed that everyone should play a part in the talent and wellness management process. However, HR professionals were identified as the most important stakeholder in the process. The other important stakeholders that were mentioned repeatedly in the interviews were CEOs, line managers, supervisors, heads of departments and employees. The quantitative and qualitative findings of the current study also support the importance of multilevel stakeholder involvement in talent management and wellness management. In addition, line managers are directly responsible for identifying skill needs, selecting employees for training and ensuring that employees have acquired the necessary skills, knowledge and experience to assist their career growth aspirations (Participants A, C, D E, G, H). Furthermore, organisational leaders play a fundamental role in identifying the business strategies that should be aligned with talent and wellness plans (Ambrosius, 2018; Farrell & Geist-Martin, 2005; Hitt et al., 2007; Renkema et al., 2017; Van Zyl et al., 2017; Žižek et al, 2017).

Therefore, the key stakeholders in talent and wellness management are employees, line managers, heads of departments, organisational leaders and HR professionals. Furthermore, it may be inferred that a multilevel stakeholder approach is essential in talent and wellness management.

6.3.9 Guidelines for Optimising Talent and Wellness Management Integration

The current study endorses the findings in the extant literature on wellness and talent management. In their research on wellness among different groups of employees, Salanova et al. (2014) found that job and personal resources influenced employee wellbeing. Their results emphasise that enthusiastic employees experience significantly higher positive outcomes than less enthusiastic employees. These

findings illustrate the importance of optimising talent management and wellness integration. In the qualitative findings, Participant H clearly affirmed that “*employee wellbeing should be built in talent management*”. Additionally, Hatum (2010) emphasises the importance of aligning talent management strategies with those of the overall organisational strategy, which in turn supports Johnson, Whittington, and Scholes’s (2011) recommendations on integrating financial and non-financial resources with employees’ competencies, with the aim of achieving organisational growth. This integration enables organisations to deliver a holistic talent management strategy which supports the needs of employees (Andrews et al., 2019, Christiansen, Gadhoke, Pardilla, & Gittelsohn, 2019, Heninger, Smith, & Wood, 2019; Van Zyl et al., 2017).

From the quantitative results it can also be inferred that there is a positive correlation between talent management and employee wellbeing attributes. This confirms De Boeck, Meyers, and Dries (2018), who identified that investments in talent may not always yield positive returns for the organisation in the absence of a training needs analysis. This was verified by Participant A who revealed that

HR professionals should conduct research and find out which areas should they address in order to enhance talent management and employee wellbeing integration.....”. (Participant A)

And Participant H who stated that

... wellness is indeed a part of talent management. If you have identified talent, you have a person who matches the job and can do the job and the person is guided trained and developed in terms of the existing skills set to where you would like to see them in couple of months (Participant H).

In the practice and implementation of wellness programmes it is essential that organisations continuously evaluate the process and procedures (Erasmus et al., 2017). This evaluation is very important to the optimisation of talent and wellness processes and procedures. Central to this argument is the fact that poor adoption and application of talent management practices will impact negatively on individual outcomes such as job satisfaction, as well as organisational outcomes such as service quality and performance. Hence, investing in the wellbeing of employees can contribute to better worker and organisation-related outcomes and thereby enhance productivity and work performance (Cooper & Bevan, 2014; Erasmus et al., 2008; Jorgensen et al., 2013; Luthans et al., 2006; Meerding et al., 2005). Hence, this analysis brings to light the positive correlation that was inferred by the present study between talent management and employee wellbeing attributes. In addition,

regardless of hierarchical levels, work relationships are very important. Managers should be open and provide constructive feedback. In addition, feedback should be provided in constructive way that challenges employees professionally (Participant F).

The literature and the results of the research also highlight the importance of understanding the challenges of integrating talent and wellness. The participants demonstrated in-depth knowledge of managing emotions at work. Participant B provided a practical scenario in support of the management of emotions

There is a spill over that often occurs as a result of emotions, emotions are contagious other people may catch feelings of negative emotions and this may eventually affect production in the organisation.

Similarly, Participant F also specified that

The emotional wellbeing needs to be taken care as it can be impacted by personal problems and thus ultimately impacts on delivery.

By contrast, Participant J highlights that emotions are the most difficult to manage in his organisation, stating

we have encountered emotional labour issues, our customers give us feedback that a certain employee was rude, disengaged or emotionally disconnected from work. When we get the feedback we then interpret that probably that the employee is not well emotionally.

The quantitative results reveal similar assertions by the respondents, as evidenced by the emotional wellbeing attribute which attained a mean score of 4.46. These findings correspond with the literature and various research studies. Accordingly, in their research, Goetzel and Ozminkowski (2008) found that corporations have gained many benefits from implementing successful employee wellness programmes, including enhanced employee engagement. Engaged employees are able to provide a better quality of service for customers, which in turn generates greater customer satisfaction and loyalty for the company (Anderko et al., 2012).

The branding of a company as “employer of choice” and “best company to work for” is important in supporting talent management initiatives, as it gives the company a reputation for being a great place to work for (Gatherer & Craig, 2013). Thus, organisational branding plays a pivotal role in optimising talent and wellness

integration. Bryan and Joyce (2007) emphasise that in the quest to become employer of choice, organisations need to create favourable work environment. This enables HR professionals to obtain a deeper understanding of elements contributing to a conducive workplace climate which is essential for managing talent (Van Zyl et al., 2017). This corresponds with the quantitative and qualitative results. One of the sub-variables of talent attraction was on organisational brand, which attained a mean score of 4.23. This also corresponds with the qualitative findings where most of the participants highlighted the importance of the organisational brand in attracting and retaining employees. Thus, a positive organisational profile in terms of which an organisation is viewed as an employer of choice plays a pivotal role in optimising the attraction and retention of talent and ultimately improving employee wellbeing.

The current study also highlights the importance of a customised approach to talent and wellness management. This customisation is essential when proposing guidelines for optimising talent and wellness management integration. Schiemann (2014) proposed the People Equity Framework, comprised of Alignment, Capabilities, and Engagement (ACE) which focuses on the integration of business and employee outcomes in the workplace. The framework provides critical insights on how business outcomes such as profitability, performance, quality and retention of customers influences organisational processes that drive the low or the high optimisation of talent. The present study reveals that more needs to be done to optimise the integration of talent management and wellness, with 12% of respondents indicating that there was no integration and 51% indicating that there was moderate integration. This corresponds with the qualitative results where most of the participants alluded to the fact that there was a need to optimise the integration. For instance, Participant G stated:

Organization's should develop and implement strong, robust, unique strategies to ensure the retention of highly talented and competitive employees in order to survive in today's global environment.

More recently, Lalla-Edward et al. (2018) found similar results in their research on truck drivers, who were found to prefer a customised approach to wellness programmes. Similarly, performance-related practices compliment psychological wellbeing, thus contributing to organisational success (Live, 2019, Loon et al., 2018; Parry & Battista, 2019). Therefore, research findings by Du Chenne (2013) on a South African blue-chip company, whose absenteeism costs were reduced by about R20m over a five-year period as a result of good wellness and employee programmes, are validated.

Drawing from the quantitative and qualitative results, this study has brought out the importance of multilevel thinking in talent and wellness management. Multilevel thinking, as illustrated by the current research, focuses on harnessing ideologies at the individual, team and organisational levels of systems and structures. Van den Broek, et al. (2018) refer to the organisational actors who should be involved in the design as well as in the implementation initiatives and programmes in organisations. Such an approach helps human resource professionals to gain an understanding of workers' interpretations of their experience (Sivapragasam & Raya, 2018). The macro-level as validated by this research specifically focuses on the line manager variable. This variable looks at the way employee wellness practitioners lead and promote wellness programmes. In order to avert dysfunctional behaviour in an organisation, managers need to ensure that there is an interlinkage between the culture and strategy of the organisation. However, taking into cognisance the fact that the contextual environment is always changing, the opportunity to integrate a culture of wellness with organisational strategy is often a challenge (Participants A, D, G, H I). This is attributed to the fact that some managers fail to align wellness initiatives with contextual changes and multilevel thinking and assume that cultural shift happens overnight (Berry et al., 2010). Thus, we can validate Rothmann's (2013) findings on multilevel intervention analysis – primary, secondary and tertiary level interventions when managing wellness centric programmes.

Therefore, an open culture, integrated talent and wellness systems, an environment that fosters multilevel stakeholder involvement, inclusive organisational practices, resources for talent/wellness, customised talent and wellness approaches, purpose-driven workplace vitality initiatives such as healthy living, and an environment that fosters congruency between employee and organisational goals are essential for optimising talent and wellness integration.

6.3.10 Emerging Themes

This category emanated as outliers from the quantitative results and the emerging themes from the interviews. Most of the participants mentioned the importance of managing mental health and tangible diversity indicators in the workplace such as age, marital and family status, disability, race, ethnicity, religion, gender and sexual

orientation, thus confirming McGillivray's (2005) findings that wellness initiatives are also concerned with promoting inclusive workplace practices.

Participants A, B, D, F, G, I and G emphasised the need to incorporate mental health in the talent and wellness process.

For instance, Participant B clarified that "*employees are affected mentally as the human body is a system with interconnected parts. This ultimately leads to depression*". Similarly, Participant D explained that "*depression is affecting a lot of employees in the workplace, this ultimately affects the mental wellbeing of employees*".

Additionally, Participant J highlighted that

... mental wellness issues, bipolar and depression are very difficult to manage ... furthermore, mental wellbeing is viewed and attributed differently among different cultures ... for some cultures mental wellbeing is regarded as a normal medical condition arising from various factors such as depression. However, in other cultures it is attributed to some supernatural powers such as witchcraft because someone is doing very well. They would rather see a spiritualist as their problem does not require professional medical interventions.

The above findings reveal and confirm the findings of Lalla-Edward et al. (2018), who found that in addition to the provision of formal health services, some employees preferred to see a traditional healer to get help for their medical problems. More importantly, the findings confirm what has been postulated by authors such as Bakker and Schaufeli (2008), Christiansen et al. (2019), De Klerk (2005), Dowell and Silzer (2010), Heninger et al. (2019), Mahajan (2019), Mathafena and Hewitt (2018), Mayer and Walach (2018), McGillivray (2005) and Swartz (1999) on the need to understand mental, cultural and spirituality dynamics in the workplace.

Therefore, mental wellness, cultural interpretation and spirituality dynamics should be embedded in the talent and wellness management process.

6.4 Multilevel Integrated Framework for Talent Management and Employee Wellbeing

The extent to which healthy organisational resources and practices, healthy employees/teams, and healthy organisational outcomes are integrated will influence the management of talent practices (Dinwoodie et al., 2014). Furthermore, the management of talent results in a positive mind-set which is necessary for healthy employees. The proposed framework is based on the conceptual framework developed from the literature, as highlighted in Chapter 2, and the merged (quantitative and qualitative) empirical findings.

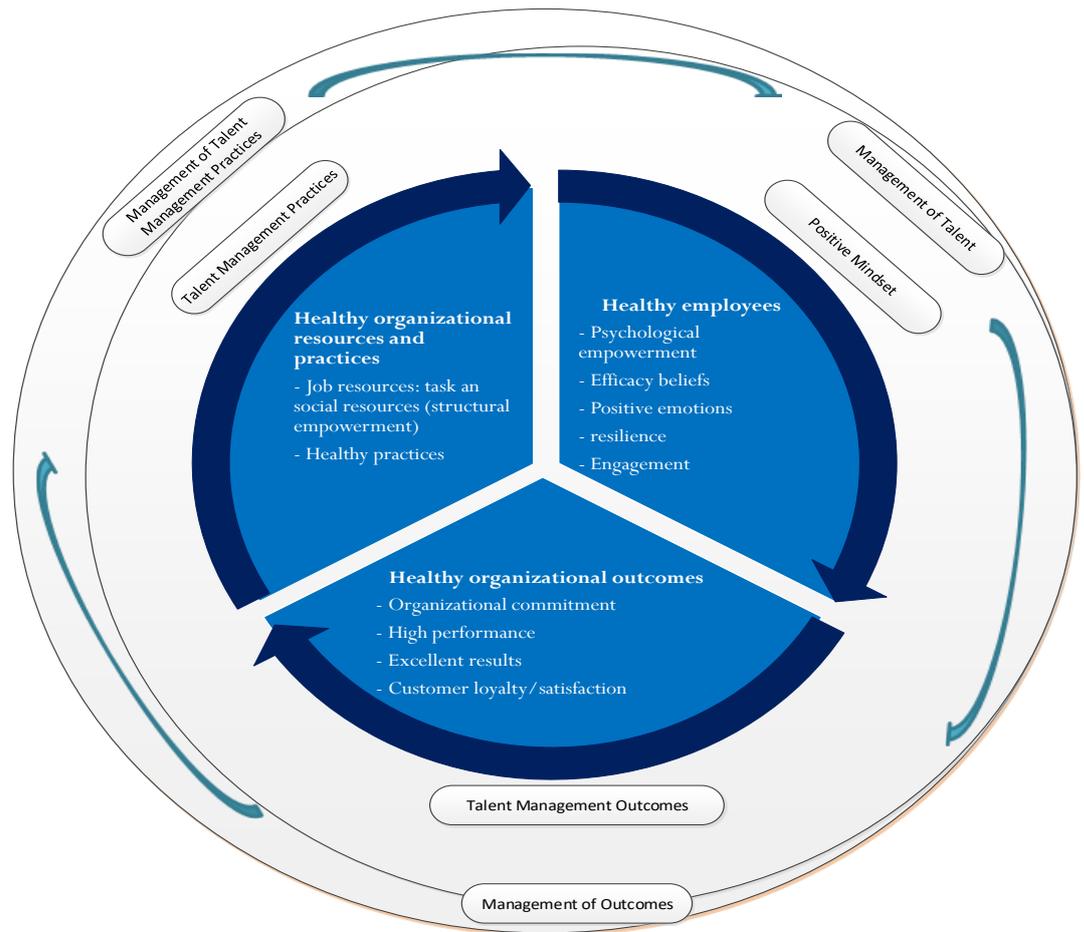


Figure 6.2: A Conceptual Model of the Constructs of Employee Wellbeing and Talent Management (for reference only, identical to Figure 2.2)

Source: Adapted from Salanova et al. (2012)

Talent management and employee wellbeing are essential aspects within an organisation that need to be managed holistically and synergistically. An understanding of the talent and employee wellbeing management process is essential for wellness as a strategic imperative for talent management. Figure 6.3 (Appendix L) highlights the integrated framework for talent management and employee wellbeing. The framework is composed of three main stages:

- ✓ Stage 1 Antecedents of talent and wellness interventions
- ✓ Stage 2 Optimisation of talent and wellness practices
- ✓ Stage 3 Multilevel consequences of optimised talent and wellness practices.

The framework takes cognisance of the operating environment of the organisation, i.e. external environmental dynamics. The contextual emphasis on the environment is consistent with quantitative and qualitative research findings and also supported by literature where authors such as Boudreau and Ramstad (2005), Dowell and Silzer

(2010), Guest (2017) and Silzer and Dowell (2009) highlight the importance of the contextual environment in influencing the talent management process. Central to this analysis is the fact the management of talent operates within an environment which is ever evolving. Thus, human resource professionals and other relevant stakeholders should stay abreast of the changes that occur in the operating environment.

- **Stage 1: Antecedents of Talent and Wellness Interventions: Operationalisation of Organisational Strategy**

- **The first step** comprises the antecedents of talent and wellness interventions. This step involves the operationalisation of the strategy where the vision and mission statement of the organisation is articulated. The key component of this stage is to set the long-term objectives of the organisation. Objectives stress the state of being in the organisation, whereas strategy stresses the process followed to reach long term and short term goals (Barney, 2017). This stage also involves conducting an evaluation of the internal and external factors that may affect the achievement of the short term and long term goals.
- **The second step** is the identification of the multilevel stakeholders tasked with the responsibility of ensuring that the organisational goals and objectives are cascaded and integrated throughout the organisation. Multilevel integration/alignment is essential in this respect, with key stakeholders such as top management, HR Professionals, line managers and employees being fundamental to the strategic operationalisation. It is important that all stakeholders are involved from the start, have an influence on the achieving of organisational goals and make strategic decisions that involve talent and wellness management. They are also responsible for the designing, implementing and evaluating talent and wellness management interventions. Hence, it is critical to set key performance indicators and reward systems that encourage strong performance. The key stakeholders' roles are highlighted below:
- **Organisational leaders** are responsible for providing strategic direction to the organisation. They provide direction to human resource leadership by aligning wellness and talent management plans with the strategies of the organisation. If organisational leaders are not actively in talent and wellness interventions, there is a possibility that effective management of talent will not yield positive results.

- **Line managers** should be involved at the inception of strategic planning so that their input is effectively optimised throughout the entire process. A strategic orientation can be achieved by consulting with organisational leaders to facilitate the talent and wellness initiatives and processes. Line managers are also responsible for identifying and selecting potential employees in liaison with Human Resource professionals. They also play a very important role in recruitment, support, on-boarding, managing performance and identification of training needs for new employees.
 - **Employees** are responsible for contributing to building a solid talent wellness management strategy and for developing and executing performance goals that are also aligned with company objectives. In addition, employees are also expected to participate in performance and development plans and discussions and are often asked to provide insightful feedback about processes, peers and management.
 - **Teams** are responsible for sharing common goals, harnessing mutual respect, and motivating the strengths of each member to achieve organisational and departmental goals. Successful teams promote and facilitate effective talent and wellness management practices which contributes to improved productivity.
 - **Human resource professionals** responsibility is to ensure that the wellness and talent management strategies are aligned with the overall business strategy. They play a fundamental role in advising organisational leaders and line managers on effective techniques that enhance the management of talent in the workplace.
- **Step 3** is the identification of the talent and wellness plans. To ensure alignment the talent plan emanates from the overall business strategy. Only once the organisation has identified which markets, products and services they need to pursue, a decision is then made on the required competencies (knowledge, skills and abilities). The wellness plan will also stem from the overall business strategy where the various stakeholders identify and specific wellness plans that foster and enhance the psychological, emotional, physical, social, spiritual and mental wellbeing of employees. The talent and wellness plans are then consolidated to form an integrated talent and wellness strategy that consists of consolidated plans, resources and activities for talent and wellness management initiatives.

The next stage comprises the optimisation of talent and wellness practices.

- **Stage 2: Optimisation of Talent and Wellness Practices**

The second stage of the framework is the optimisation of talent and wellness practices where the extent to which employee wellbeing is embedded in the talent management process is highlighted. As confirmed by this research employee wellbeing is embedded in the talent management process. The management of talent is in turn influenced by the line management techniques and prevailing organisational climate (Mathafena & Hewitt, 2018). For the employee, the immediate line manager and the environment comprising policies, practices and procedures creates the impressions they hold about the company culture, values and practices. All stakeholders need to take responsibility and accountability in their roles for the outcomes of managing talent. The key processes are outlined below.

- **Centre of optimisation:**

At the centre of optimisation are the following employee wellbeing attributes:

- **Physical wellbeing** refers to an employee`s lifestyle behaviour choices in terms of ensuring health, and avoiding preventable diseases and conditions.
- **Emotional wellbeing** refers to experiences of consciousness, sensation, and behaviour, reflecting the personal significance of a thing, event or state of affairs.
- **Psychological wellbeing** refers to a feeling of purpose and meaning in life, and personal growth and development.
- **Social wellbeing** is to the extent to which an employee feels a sense of belonging and inclusion at work and in their personal lives.
- **Spiritual wellbeing** refers to values and beliefs that provide a purpose in an employee`s life
- **Mental wellbeing** is a state of wellbeing in which an employee realises his or her own potential and can cope with the normal stresses of life.

All relevant stakeholders identified in stage 1 need to ensure that that they understand and harness the impact of the employee wellbeing attributes. Failure to understand and optimise these attributes will have an adverse effect on the talent management process. As depicted earlier there is a positive and synergistic relationship between talent management and employee wellbeing. Thus, employee wellbeing should not be disconnected from the talent management process. The optimisation should occur as follows:

- **Talent attraction:** This process is essential to the talent management process as it ensures that an organisation identifies highly competent and skilled talent. Wellness strategies should be clearly articulated in the strategy, which should be made available on an organisational website. In addition to traditional methods, the internet and social media present organisations with a big opportunity for attracting, sourcing, selecting, deploying, retaining, developing and retaining employees. The present research study has validated the positive correlation between talent attraction and employee wellbeing. Furthermore, employees are attracted to organisations that are portrayed as investing a lot in the social wellbeing of their employees. As such, there are a variety of sources for attracting employees, thus enabling the organisation to attract highly skilled and competent employees.
- **Talent deployment:** The purpose of this process is to ensure employees are familiarised with work procedures, organisational value and belief systems. This seeks to assist employees to transition effectively into their new roles. Talent deployment is essential for new, transferred and promoted employees. For new employees this stage is important as the employees can be strongly influenced to reinforce the positive image that was portrayed during the recruitment stage. The present study has also affirmed this process as an emerging theme and illustrates the way this process enhances the social, emotional, psychological and physical wellbeing of employees.
- **Talent development:** Line managers, in collaboration with HR professionals, should design learning and development programmes that address short-term, medium-term and long-term developmental goals. In addition, it has been confirmed that there is a high strength of association between talent development and psychological wellbeing. Hence, development interventions should be directly linked to training needs and focus on improving employee wellbeing and organisational effectiveness.
- **Talent retention** focuses on the strategies or techniques that motivate employees to continue working in an organisation. This is an essential process when optimising talent and wellness management integration. Of paramount importance is the fact that HR professionals should play a pivotal role in ensuring that retention strategies are not a one-size-fits-all effort and also making a distinction between financial and non-financial retention strategies. There is a need for retention strategies to be customised across the generations, industries and occupational categories. Talent retention is also positively correlated with

employee wellbeing, for instance poor working relationships affect an employee's physical and mental wellbeing (stress), psychological wellbeing (failure to see importance in the organisation), emotional wellbeing (unhappiness at work) and social wellbeing (difficulty with working with others). The resultant effect is that the employee may end up leaving the workplace due to the toxic environment.

The next stage involves the multilevel consequences of optimised talent and wellness practices.

- **Stage 3: Multilevel Consequences of Optimised Talent and Wellness Practices**

This stage outlines the multilevel consequences of the optimised practices and is greatly influenced by the nexus of work and life, which are attributed to work-related or personal events which may affect employees positively or negatively.

- **At the individual level** an employee is affected by personal issues and work-related issues. For instance, an employee may be facing challenges in terms of balancing work and family needs (work–life integration) or may be affected by their prevailing mind-set, values and beliefs which may not be congruent with the organisational value systems or cultures. Consequently, the spill-over effects will have an impact on the way the employee will execute and perform their duties.
- **At the team level**, employees are affected by the nature of and the relationships prevailing in teams. Literature confirms that team dynamics have a significant influence on team effectiveness and the extent to which individuals work effectively in a team (Kantha, Fowler, & Fraser, 2017). Some teams are not very inclusive and as a result employee may face challenges related to team integration during tasks which require teamwork. This ultimately has a negative effect on team synergy and performance.
- **Work scheduling and interfaces** play an essential role in the optimisation of talent and wellness practices. Firstly, work scheduling has an impact on the capacity and capability of an employee to perform at work. Long working hours without breaks may be detrimental to an employee and can affect their physical health. Secondly, line manager support plays an integral role, as highlighted in the multilevel stakeholder involvement stage. Line managers work directly with employees; as such the nature of the relationships they nurture ultimately affects an employee's capacity and capability to perform their duties effectively. For instance, the behaviour of a rude and inconsiderate line manager will affect the emotional and psychological wellbeing of employees. Thirdly, the unfair application of HR policies and procedures affects employees negatively (Swanepoel et al., 2008). For example, in an organisation

where employees are discriminated against based on age, gender or any another demographical dimension this often results in negative emotions, poor morale and low levels of wellbeing in employees. Lastly, social media influences, as inferred by this research, social media influences play a pivotal role in attracting employees to the organisation. Potential employees are attracted to organisations with good ethical and governance processes. Similarly, current employees want to be identified with employers that portray a positive brand image.

Overall Outcomes

The development of wellness and talent management-centric outcomes follows the process of setting up general policies and procedures and comprises the activities and practices that can be employed. The perceptions of employees towards talent and wellness management are measured by workforce surveys, whereas behavioural reactions are discussed during appraisal sessions or in general neutral to positive individual discussions. This tends to be an iteration process in which talent and wellness affects employees and their feedback is interlinked with the overall organisational objectives. The recognition, utilisation and retention of knowledge capital to ensure organisational goals are met is of paramount importance at this stage. HR professionals can only make the huge impact required if they are able to align the organisational strategy with talent and wellness strategies. This will ultimately lead to the following overall outcomes:

- **Psychologically healthy workplaces** – *value of applying psychology to the workplace and promoting programmes and policies that enhance employee wellbeing and organisational performance.*
- **Psychological and structural empowerment** – *providing employees with a degree of responsibility and autonomy for decision-making in the conduct of their work*
- **Respectful workplaces** – *a workplace where all employees are treated equally, fairly and where differences are acknowledged as contributing to improved organisational functioning*
- **Optimised workplace wellness** – *effectively utilising and adopting wellness practices that foster a culture of healthy and fulfilling lifestyles.*
- **Optimised talent management** – *effectively utilising and adopting talent management practices that foster an inclusive culture that attracts, develops, deploys and retains employees.*

- **Employee work–life integration** –*the creation of more synergistic interlinkages between all areas that define "life": work, home/family, community, personal wellbeing, and health.*
- **Inclusive talent management practices** – *talent management practices that foster the integration of the various tangible indicators of diversity such as age, religion, ethnicity, race, sexual orientation and marital status.*
- **Talent value proposition** – *distinctive set of financial and non-financial benefits an employee receives in return for the competencies they bring in an organisation.*
- **Organisational profitability** – *ability of an organisation to make profit, in this case as a result of effectively integrating talent management and wellness processes.*
- **Enhanced organisational brand** – *organisational branding is about ensuring the messages that the organisation portrays in various platforms such as social media are reflected by the actions of all its employees.*
- **Conducive work environment** – *a work environment that promotes good relations among employees, teams and managers.*
- **Improved employee and team morale** – *enhanced enthusiasm, and discipline of employees and teams in the workplace.*
- **Improved employee and team motivation** – *factors that encourage employees to work towards achieving organisational goals.*
- **Holistic systems and processes** – *integrated wellness and talent management systems that foster organisational productivity and effectiveness.*
- **Organisational commitment** – *the bond employees experience with their organisation. It is made up of three elements: -*
 - **Affective** – *emotional attachment to organisation*
 - **Continuance commitment** – *economic value of staying.*
 - **Normative** – *moral or ethical obligations*

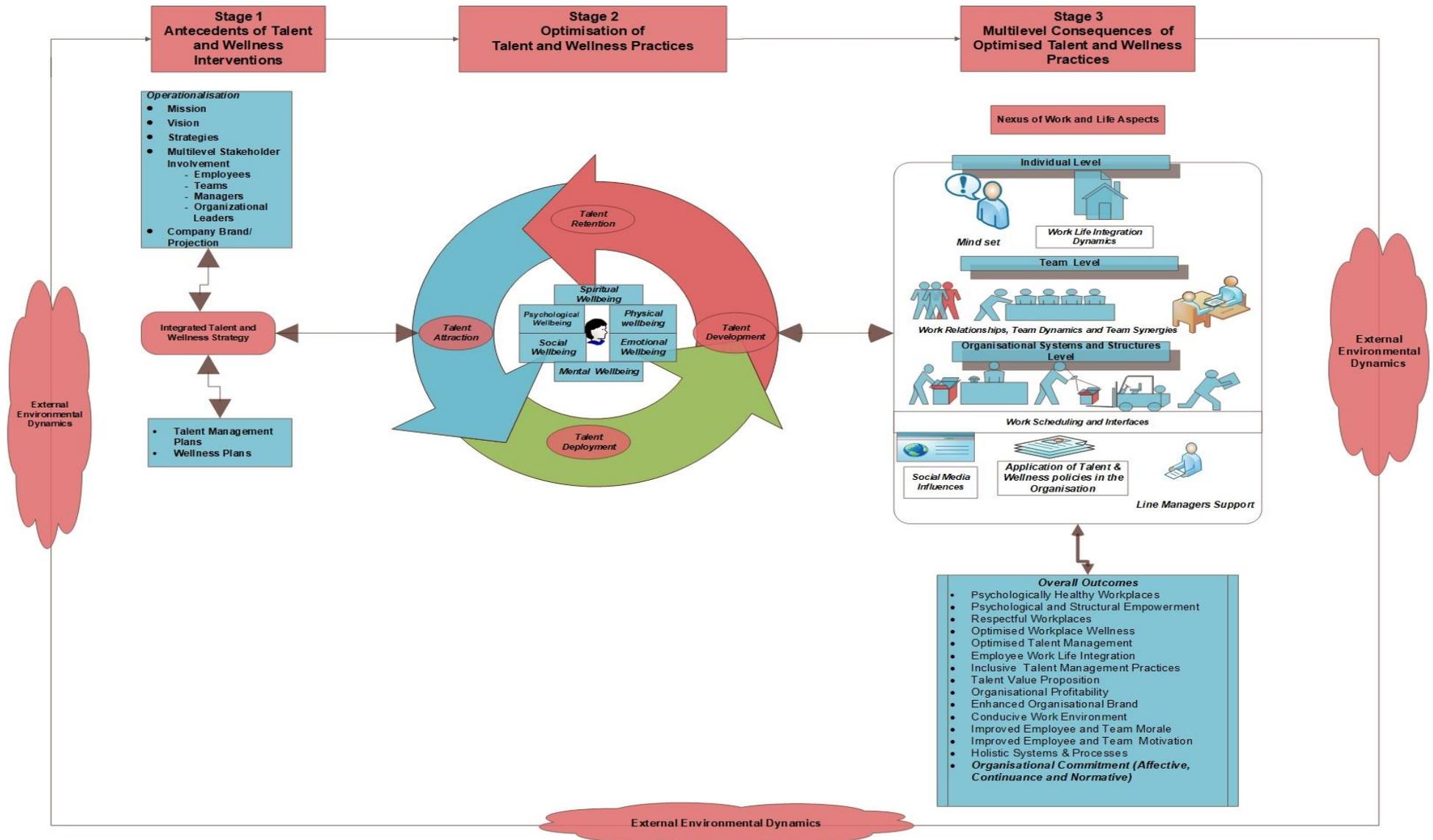


Figure 6.3 Multilevel Integrated Talent Management-Wellbeing Framework

- Source: Researchers Own Construction
- **Application:** Visio Professional 2016

6.5 Chapter Summary

In this chapter the researcher presented the findings that emanated from the merging of quantitative results, qualitative results, and the literature review. As a result of the merging process, ten categories were formulated:

- 1) Conceptualisation and determinants of talent management
- 2) Conceptualisation and determinants of employee wellbeing
- 3) Relationship between talent management and employee wellbeing
- 4) Talent attraction and employee wellbeing attributes
- 5) Talent development and employee wellbeing attributes
- 6) Talent retention and employee wellbeing attributes
- 7) Adoption and management of wellness programmes
- 8) Key stakeholders in talent and wellness management
- 9) Guidelines for optimising talent and wellness management integration
- 10) Emerging themes.

In summary, the data from the qualitative and quantitative sections provided information about wellness and talent management, as well as the respondents' views and experiences in relation to the research aims and objectives. The merging of the results and the findings, together with the literature review, led to the development of the **multilevel integrated talent-wellbeing management framework** as depicted in Figure 6.3.

CHAPTER 7: CONCLUSIONS, CONTRIBUTIONS and RECOMMENDATIONS

7.1 Introduction

In this chapter, the research objectives are outlined, and conclusions are made, drawing on the recommendations and contributions from the quantitative and qualitative findings. The theoretical and practical implications are outlined together with the limitations of the study and areas for future research. Finally, a chapter summary and conclusion are provided.

7.2 Overview of the Research

This section provides an overview of the purpose of the study and the research objectives articulated in the study and concludes by offering an overview of the content of the research.

7.2.1 Research Purpose and Objectives

The primary objective of this study was to explore the way in which talent should be managed to enhance employee wellbeing or wellness from a multiple level perspective in South African organisations. In doing so, the talent management and wellness constructs required identification. These constructs, as well as their measuring criteria, were identified from the literature. In addition, a variety of quantitative and qualitative factors were examined during this study to identify and develop the talent management and wellness variables. The following research objectives were formulated:

Main objective:

To develop a strategic and multilevel integrated talent-wellbeing management framework.

Sub-objectives:

- a) To explore and describe the elements of employee wellbeing that should be integrated in a talent management framework.
- b) To explore and describe how the elements of employee wellbeing should be incorporated in the talent management process.
- c) To examine the role of management in fostering workplace and employee wellbeing that will enhance talent management.
- d) To ascertain the ideal organisational environment essential for developing a multilevel employee wellbeing framework for managing talent.

7.2.2 Overarching Summary of the Content of the Study

In this section the content the chapters of the study are outlined with a brief explanation of what each chapter entails.

Chapter 1 introduced the research study on workplace wellness as a strategic business imperative for talent management in the workplace. The first chapter outlined the background of the study, the problem statement, research question and research objectives. An explanation of the significance and the benefits of the study was provided.

Chapter 2 provided an in-depth discussion on the literature selected for the study, as well as a critical analysis based on prior research done on talent management and wellness, and finally, the relationship that exists between these variables. The chapter illustrated the derivations of this research study, consequently contextualising the study within locally, regionally and internationally publications. In addition, the chapter highlighted the gaps and contradictions existing in the literature. Hypotheses for the study were also outlined in this chapter.

Chapter 3 illustrated the rationale for the methodology used, the research design, research paradigm, enquiry strategy, sampling, collection of data and research ethics. This section also included a justification for the mixed method sequential exploratory study approach taken.

Chapter 4 graphically and statistically depicted the analysis for the quantitative phase of the study. Firstly, a brief overview was provided, secondly, the respondents' demographics were illustrated, thirdly, normality and reliability tests were conducted to illustrate the distribution of data collected and validity of research instrument, and finally, hypothesis tests were conducted using regression analysis.

Chapter 5 illustrated the qualitative phase of the study. The chapter provided a brief outline of the practical application of the sequential explanatory design methodology. This was then followed by an overview of the pilot study that was undertaken to assess the interview guide for the study. The next section set out the demographic profile of the interviewees, while the remainder of the chapter described the data analysis approach and the themes that were identified from the research study.

Chapter 6 provided an integrated discussion of the key findings gleaned from the quantitative (chapter 4) and qualitative analysis (chapter 5) results, using concepts and theories that were highlighted in the literature. The chapter began by highlighting the process used to merge the results and the key categories that emanated from the process. This was followed by an in-depth integrated discussion of the literature and the merged findings as themes to be presented in the integrated framework.

Chapter 7 is currently presented with its main purpose being to conclude and indicate the contribution of this PhD study.

7.3 Conclusions

This section is derived from the quantitative, qualitative, and integrated (literature, quantitative, qualitative) analyses that were presented in the previous chapters

7.3.1 Quantitative Conclusions

This section highlights the quantitative conclusions emanating from the study. It may be inferred that talent management has a positive and integrated link with employee wellbeing. Thus, the configuration of employee wellbeing in the talent management process adds value to the management of employees. Therefore, it is concluded that:

- There is a statistically significant relationship between talent management and employee wellbeing. When the attributes of the dependent variable (talent management) and the independent variable (employee wellbeing) are analysed independently, it can also be inferred that
 - there is a statistically significant relationship between Talent Attraction and the following Employee Wellbeing attributes: *Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing*
 - there is a statistically significant relationship between Talent Development and the following Employee Wellbeing attributes: *Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing*
 - there is a statistically significant relationship between Talent Retention and the following Employee Wellbeing attributes: *Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing*
 - there is a statistically significant relationship between Talent Management and the following Employee Wellbeing attributes: *Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing.*

- Talent management is not yet fully integrated with employee wellbeing in South Africa. Only 37% of the respondents alluded to the fact that Talent Management was highly integrated and/or embedded in Employee Wellbeing in the workplace, 51% perceived that the integration was moderate and 12% indicated that there was no integration.
- The wellness programmes most commonly adopted by South African organisations include healthy lifestyles, work–life balance, counselling, financial management, time management, stress management, peer education and sporting activities. The least adopted wellness programmes were weight management and smoking cessation.
- HR professionals: heads of departments, chief executive officers, employees and line managers are the key stakeholders that should play a pivotal role in ensuring that talent management is effectively integrated with employee wellbeing.

7.3.2 Qualitative Conclusions

This section highlights the qualitative conclusions emanating from the study. The outcomes of qualitative analysis clarify the “what and how” attributes of talent management and employee wellbeing. In addition, the attitudes and behavioural reactions of employees and their interconnected relations are outlined. The perceptions obtained from HR professionals would seem to indicate that employees generally react positively to positive wellness and talent management initiatives. However, instances also arise where employees feel neutral or disaffected regarding certain talent management practices and employee wellbeing initiatives. The following conclusions are therefore drawn:

- Employee wellbeing and employee wellness can be used interchangeably as the ability of a person or an employee to take care of themselves emotionally, psychologically, physically, socially, mentally and spiritually.
- Poor physical wellbeing impacts negatively on employee performance. Thus, if an employee is not physically fit they will be unable to carry out their duties effectively.
- There is an interlinkage between psychological wellbeing and the achievement of goals. The process of setting individual goals enhances employees’ psychological wellbeing.

- Employees' social wellbeing has an effect on work relationships. This ultimately influences the way employees relate to each other in the workplace.
- Despite efforts made by HR professionals to introduce and manage wellness programmes in South Africa, they still are challenged with regard to the management and implementation of such programmes.
- Talent is perceived as the skill a particular employee or a job seeker has that can improve organisational performance. However, there are different conceptualisations of the term among employers and employees. Employees feel they need to be compensated in accordance with their qualifications, knowledge skills and abilities. Employers, on the other hand, may regard some employees as lacking talent and may even consider talent to be a risk if there is a mismatch between the employee's talents/skills and the job requirements.
- Talent attraction strategies consist of push and pull factors. Push factors include looking for work and pull factors include the reputation of the organisation and remuneration.
- A variety of sustainable talent development methods are currently in place in South Africa. These include on the job and off the job methods. On the job methods include coaching, action learning, job rotation among others. Off the job methods include lectures, management education, case study methods among others.
- Engaging and retaining talent should not be taken as a one-size-fits-all approach; rather there is need for a customised approach. In addition, most South African organisations considered in the study in have financial and non-financial retention strategies in place.
- Wellness is not yet effectively integrated in the talent management process for most organisational in SA. Key stakeholders in ensuring the effective integration include CEOs, line managers, supervisors, heads of departments and employees.
- Inclusive practices such as harnessing and acknowledging the various determinants of diversity are essential in fostering the effective integration of talent management and employee wellbeing.

7.3.3 Integrated Conclusions: Literature, and Quantitative and Qualitative Results

This subsection provides the integrated conclusions taking cognisance of the findings of the literature review and the empirical study in order to address the research objectives of the study. In general, it can be concluded that most HR professionals are aware of the need to integrate talent and wellness holistically. Regarding the status of integration, it is evident that more still needs to be done to optimise the integration of talent management and wellness in South African organisations.

7.3.3.1 Main Objective: To develop a strategic and multilevel integrated talent-wellbeing management framework

As highlighted in Chapter 6, a framework that optimises the multilevel integration of employee wellbeing and talent management is proposed and is presented in Figure 6.3. The framework should be composed of the following:

- 1) Conceptualisation and determinants of talent management
- 2) Conceptualisation and determinants of employee wellbeing
- 3) Relationship between talent management and employee wellbeing
- 4) Talent attraction and employee wellbeing attributes
- 5) Talent development and employee wellbeing attributes
- 6) Talent retention and employee wellbeing attributes
- 7) Adoption and management of wellness programmes
- 8) Key stakeholders in talent and wellness management
- 9) Guidelines for optimising talent and wellness management integration
- 10) Overall organisational outcomes such as psychologically healthy workplaces and employee engagement among others.

7.3.3.2 Sub-objective 1: To explore and describe how talent management contributes to employee wellbeing and how employee wellbeing contributes to managing talent

- A positive and synergistic relationship exists between talent management and employee wellbeing. On the one hand, talent management is viewed from three standpoints: firstly, talent management is composed of talent attraction, talent deployment, talent development and talent retention. Secondly, talent management focuses on the creation of a large talent pool which should form part of the organisational strategy. Thirdly, talent is regarded as a resource to be managed

primarily according to performance levels with different perceptual interpretations. Physical, emotional, psychological, social, mental and spiritual wellbeing are important attributes of employee wellbeing. Hence, applying an integrated approach to harnessing and understanding the impact and outcomes of employee wellbeing is essential for managers as a pathway to enhancing the management of talent.

- Talent attraction is positively correlated with the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing. The highest strength of association arises between talent attraction and social wellbeing. In addition, when examining talent attraction and employee wellbeing attributes, push and pull factors are at play that have an impact on the extent to which employees will consider joining an organisation.
- Talent development is positively correlated with the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing. The highest strength of association is between talent development and psychological wellbeing.
- Talent development initiatives motivate and improve the wellbeing of employees. However, developmental initiatives should not be imposed but should rather be linked to training needs of individuals and the organisation.
- Talent retention is positively correlated with the following Employee Wellbeing attributes: Physical Wellbeing, Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing. The highest strength of association is between talent retention and psychological wellbeing.
- A conducive work climate supported by financial and non-financial incentives impacts positively on employee wellbeing and retention.

7.3.3.3 Sub-objective 2: To ascertain how the elements of employee wellbeing should be incorporated in the talent management process

- Despite efforts made by South African organisations to introduce and manage wellness programmes, hurdles are still being faced with regard to the incorporation of employee wellbeing in the talent management process.
- Employee wellbeing should be holistically and synergistically integrated and embedded in the talent management process. The key attributes of employee wellbeing are *physical, emotional, psychological, social, mental and spiritual*

wellbeing. The key processes of talent management are talent attraction, talent deployment, talent development and talent retention.

7.3.3.4 Sub-objective 3: To examine the role of management in fostering workplace and employee wellbeing that will enhance talent management

- Management should play a pivotal role in fostering workplace and employee wellbeing initiatives through
 - ✓ adopting a multilevel stakeholder approach by identifying stakeholders who are involved in talent and wellbeing initiatives; the key stakeholder are employees, line managers, heads of departments, organisational leaders (CEOs) and HR professionals
 - ✓ articulating and clarifying the key roles, which include strategic advisory roles, facilitation of wellbeing and talent management initiatives, talent management, evaluation of talent and wellness plans practices, cultural management, work and employee engagement, goal alignment, developing and implementing talent value proposition, promoting employee resilience.

7.4 Recommendations

Based on the research findings and conclusions, the following recommendations are made:

- There is a need to intervene at the multilevel level (organisational, individual and team) by promoting a culture of support and positive role models, aiming at facilitating the advancement of wellness and talent integration at a strategic level. The integration should be linked to the employee value proposition of the organisation. The proposition should effectively harness the talent management process (attraction, deployment, development and retention) and employee wellbeing attributes (physical, psychological, emotional, social, spiritual and mental). Once this can be clearly articulated it is easier to communicate it to employees in a simple and efficient way (i.e. HR jargon and terminology needs to be avoided).
- There is a need for an integrated approach to a talent value proposition which takes into cognisance the major processes of talent management, i.e. talent attraction, talent deployment and talent retention. This will ensure that learning interventions to support wellness, for example managing interpersonal effectiveness, stress management, assertiveness skills, conflict skills, negotiation skills and personal mastery, are effectively harnessed by employees.

- There is a need to create an organisational culture that embraces positive leadership mental models and behaviour and provides a conducive environment for the psychologically healthy workplaces that are essential in the management of talent.
- There is a need for facilitated workshops based on the processes of dialoguing and to challenge and change models, beliefs and assumptions with regard to stereotypes and biases related to participating in wellness initiatives such as weight management and HIV/Aids testing.
- There is a need to revamp and introduce wellness-centred services such as wellness workshops, body wellness, ergonomics, physical wellness, stress management), lifestyle evaluations, health risk assessments, sporting days, work life balance (energising human capital), financial management, mentoring and coaching, management of emotions.
- There is a need to identify wellness and talent management champions, who should emanate from different generational workplace values such as millennials and baby boomers This will be essential and critical for creating teams of leaders that can drive and motivate teams and broaden and deepen leadership capabilities for optimising wellness and talent management initiatives.
- Management of talent for the effective optimisation of employee wellbeing must be a customised approach where differentiation and segmentation of talent is important to ensure fairness and equitable investment in the workforce and improve its wellbeing. In addition, the HR department should find common ground on how to empower their employees by designing adequate and flexible wellness programmes to keep their employee engaged.
- All related wellness and talent management plans must support alignment with the overall strategy of the organisation. This will ensure that talent and wellness interventions are cascaded effectively throughout the whole organisation.
- Organisational climate surveys, confidential surveys, audits or other assessments conducted on a yearly basis are essential in measuring the degree to which the workplace culture and environment support the management of talent, health and wellbeing. The reporting of these metrics will help demonstrate an organisations commitment to taking care of their employees and good governance.

- There is a need for organisations to have annual budgets or receive dedicated funding for personalised health promotion and disease-prevention programmes. An example would be a central health and wellbeing budget allocated by senior executives on an annual basis.
- Employees should have a say/input into the formulation of wellness programmes. Wellbeing programmes should not be made on principle of a "one-size-fits-all" approach as not everyone will find them beneficial. Companies need to start evaluating the effects of wellness initiatives and implementing wellness techniques that are relevant to employees in order to make a significant impact (not just as an observed protocol).
- There is a need for organisations to identify the push and pull factors that attract potential employees to their organisations. Money alone is no longer a motivator, as inferred by the research. A positive correlation was found in the research between an organisational brand and the propensity of employees to join the organisation. This finding needs to take centre stage in organisations as a talent attraction strategy.
- The research also revealed that there is a positive correlation between talent development and employee wellbeing; specifically, it was found that psychological wellbeing had a high strength of association. Hence, a training needs analysis process should be conducted so that the value of the training is clearly articulated for both the employee and the organisation.
- There is a need for a customised approach to talent retention. HR professionals should identify the talent needs of the organisation and constantly evaluate the strategies and check the extent to which they are still effective. Furthermore, there is a need to distinguish between financial strategies (wages, salaries, incentives, fringe benefits, perquisites) and non-financial strategies (recognition of merit through certificates, offering challenging job responsibilities, promoting growth prospects, comfortable working conditions, competent supervision, job sharing and flexible working hours).
- There is need for a paradigm shift towards inclusive practices, for instance the inclusion of employees with learning and mental health challenges is neglected in the workplace. Workplaces have become more diverse, hence the need for inclusive practices that foster multiplicity and harness differences through action and commitment and not as a matter of complying with written policies and acts.

7.5 Theoretical Contributions

In this section, the theoretical contributions of the assumptions made in the literature and the merged empirical findings on talent management and wellness are highlighted. **The main contribution** of this study is that it expands the integrated academic understanding of talent management and wellness by proposing a **multilevel integrated talent-wellbeing management framework (Figure 6.3)**. Most research in the field lacks an integrated perspective on talent and wellness with inconsistent assumptions based on the specific research ideologies of one's specialisation. Whether one takes a wellness-centric or a talent management-centric approach (Field & Louw, 2012; Gallardo-Gallardo, Nijs, Dries, & Gallo, 2015; Guest, 2017; Hattie et al., 2004; Thunnissen et al., 2013), there is a strong need to facilitate the implementation and improvement of talent and wellness management. Therefore, this study has made a substantial contribution to the way in which the integration of talent management and wellness as a phenomenon should be understood theoretically and how it will develop further in organisational research and practice. This justifies the need for a customised approach to retention strategies as employees are not all motivated and engaged in the same way.

- **The second contribution** is that the study has empirically provided theoretical knowledge on the positive and synergistic interlinkage between talent management and employee wellbeing. To further support this point, the individual attributes of the dependent variables, i.e. talent management (attraction, development and retention) when measured against the individual attributes of the independent variable, i.e. employee wellbeing (physical, emotional, psychological and social), also reveal that the strength of association is positive.
- **The third contribution** is that the study has illustrated the importance of understanding strategic management concepts in the integration of talent management and wellness initiatives. The present study has highlighted the importance of understanding the strategic management process. Strategic management the formulation, implementation and evaluation of a variety of business strategies that underpin organisational performance. Thus, understanding both strategy concepts and strategic alignment concepts is essential in talent management and wellness-centric research (Boudreau & Ramstad, 2005; Dinwoodie et al., 2014; Dowell & Silzer, 2010). The study findings have shown that talent and wellness management integration does not exist in isolation from the strategic management process, rather wellness and talent management plans need to be interlinked with the overall organisational strategy so that they can be effectively implemented in organisations.

- **The fourth contribution** is that the study has validated the importance of multilevel thinking in talent management and wellness research, which is a valuable aspect for multilevel framework development. Firstly, the present research study shows that multilevel principles can also be applied in the integration of wellness and talent management. Further, the principles of multilevel theory building can be applied not only to organisational levels but also to teams and individuals. As such, multilevel research amounts to more than a mere hierarchical representation of structures, rather it may be optimised to reflect outcomes of the management of talent and wellness initiatives. Other management research domains could learn from this approach and similarly conceptualise their research ideologies and paradigms in line with the practical approach adopted in this study. The practical application of this theoretical contribution will be explored further in the practical contribution section.

7.6 Methodological Contributions

The complementary use of qualitative and quantitative survey data in a mixed methods research study provides rich information that may inform the development of similar research initiatives (Meyer et al., 2018). This study has validated the practical allocation of a mixed method study which focuses on a sequential quantitative-qualitative approach. A strong link is proclaimed between, firstly, identifying the variables from the quantitative research and then further exploring on them in the qualitative phase of the research study or vice versa (Driscoll et al., 2007; Levitt et al., 2018; Meyer et al., 2018; Tashakkori & Teddlie, 2010; Zhang, 2018). With regard to the present study, critical insight has been highlighted on the process to follow methodologically when a phenomenon is not clearly explored in the literature or if it is new area of investigation regardless of the context or area of research. Hence, Tashakkori and Creswell (2008) question, *should researchers design sequential mixed methods?* Secondly, how do researchers adequately present a sequential mixed methods proposal to research committees that justifies the study design, while allowing for the flexibility in the envisaged research design? This research has to a great extent addressed the question by illustrating the fact that while research classifications are essential for assisting a researcher in adopting a sequential mixed method approach, conducting a pilot study and effective planning are essential in ensuring that research goals are met.

7.7 Practical Contributions

In this section, the practical contributions of the assumptions made in the literature and the merged empirical findings on talent management and wellness are highlighted.

- ***The first contribution*** is that the positive interlinkage between talent management and wellness needs be taken into consideration by HR professionals, line managers and staff managers when designing and implementing wellness and talent management initiatives. Also, from a practical point of view, the failure to embed employee wellbeing in the talent management processes with the organisational strategy can have a detrimental effect in achieving organisational goals and objectives. Furthermore, HR professionals should take note of the fact that prescribing strategies without the involvement of employees can have a negative impact on them. For instance, wellness programmes should not be imposed on employees; employees need to be involved right from the start so that they can see their value otherwise they will regard such programmes as punitive instead of being developmental and increasing their wellbeing.
- ***The second contribution*** is that talent management and wellness practices differ among organisations. For instance, in the engineering sector, it would seem from the findings that talent management was only integrated at the higher levels of managerial occupations rather than for the lower level occupations. However, in other industries, moderate or no integration of wellness was found. This clearly highlights the importance of research by HR professionals on appropriate and customised talent management and wellness strategies for their organisations. This is essential in providing useful information for planning purposes and avoiding a scenario where large amounts of financial and non-financial resources are poured into wellness and talent management practices without knowing whether these are successful in achieving the envisaged objectives (Barkhuizen et al., 2014).
- ***The third contribution*** is that there is a need to make employees aware of their importance within the organisation. The present study has revealed how appreciation of employees simultaneously contributes to all elements of wellbeing, i.e. psychological, emotional, social, physical, mental, and spiritual wellbeing. However, due to different cultural attributes, organisational efforts to value talent may be perceived differently by employees. Thus, when evaluating employees' reactions to talent management and wellness initiatives HR professionals and line managers should not only rely on observable behaviour but also pay attention to more covert emotions and cognitions such as negative affect emotions and behaviours.

7.8 Implications

This section outlines the implications for social change, theory and practice.

- **Implications for social change**

Social change refers to any significant alteration over time in behavioural patterns, values and belief systems. There has been a growing interest on the role that HRM research plays in the society in which it operates (Blackwell et al., 2019; Dundon & Rafferty, 2018; Morishima, 1995). The results of this study have the potential to influence social change at the individual, team and organisational levels. The results could help effect positive social change at the individual level for employees by providing them with empirically validated findings on the importance of embedding employee wellbeing in the talent management process. At the team level, team members may encourage each other to adopt healthy lifestyles. This may result in employees paying more attention to leading healthy lifestyles which enhance their wellbeing. At the organisational level, this study provides leaders with insight into identifying and making informed decisions on initiatives that foster conducive environments to promote psychologically healthy workplaces. Mathafena and Hewitt (2018), Mayer and Walach (2018), Patel et al. (2013) and Swartz (1999) present information concerning the need to manage employee wellbeing initiatives in South Africa effectively.

- **Implications for theory**

The review of the academic literature revealed that limited research exists that harnesses the integration of talent management and employee wellbeing or wellness. Most of the research has been explored from a wellness perspective or a talent management perspective. In addition, very few researchers have attempted to adopt a multilevel empirical research approach (Day et al., 2014; Guest, 2017). This study helps fill that void by proposing the integrated framework depicted in Figure 6.3, which highlights the antecedents, optimisation process and consequences of effectively embedding employee wellbeing with talent management.

- **Implications for practice**

HR professionals who do not effectively optimise the integration of employee wellbeing in the talent management process by committing resources and time may end up hindering organisational growth and fostering psychologically unhealthy workplaces. If employees are provided with a conducive work environment that promotes positive flourishing coupled with coaching and

support, it is likely that such employees will strive to perform their duties effectively at work. Hence, the proposed strategic multilevel integrated talent-wellbeing management framework depicted in Figure 6.3 will serve as practical tool for the planning, implementation and management of talent and wellness interventions.

7.9 Limitations of Research

The following are some of the limitations of the research: -

First, the study was exploratory in nature. While this approach is correct in light of the research questions under study it must be recognised that this does not infer the generalisability of findings. In addition, the qualitative phase research focused on HR professionals, who were interviewed to express their subjective and personal views about wellness and talent management. As a result, practitioners and academicians should not generalise the findings but, instead, be informed of the findings in relation to the practical and theoretical contributions.

Second, the findings of the current research are limited only to the context of South African organisations. Since, talent and wellness management issues are challenges most human resource professionals grapple with worldwide, it would be interesting to investigate these relationships regionally and internationally. Therefore, comparative research would be ideal to find out if similar findings can be generalised regionally and internationally. However, a strength of the research findings is that they provide a baseline for insight and understanding that can be used to inform future research, industry practices and managerial decision-making (Yin, 2015).

Third, the design of the research was sequential exploration were no longitudinal processes evaluated. One of the drawbacks of this approach is that fluctuations may occur over time, thus distorting the results of the study (Bryman & Bell, 2011). Talent management processes (attraction, deployment, development, and retention) and wellness variables (physical, psychological, emotional, social, mental, spiritual) should be seen as processes that are always fluctuating and that may change over time. Thus, future research should adopt a longitudinal approach to explore this phenomenon further.

7.10 Directions for Future Research

It would be useful to expand the body of knowledge on wellness and talent management as follows:

- The framework and research provide avenues for further research on wellness and talent management. The proposed strategic multilevel integrated talent-wellbeing management framework could be tested empirically in a different regional or international setting.
- A longitudinal study could be conducted to measure the impact of talent management process (attraction, deployment, development, and retention) and wellness variable (physical, psychological, emotional, social, mental, spiritual) changes over time or whether they remain the same.
- A comparative study of different environments (i.e. private, state, and non-profit sector) exploring culture, wellness and talent management processes would be of paramount importance. This will align with research suggestions by Hampden-Turner & Trompenaars (2001) who suggested the need for addressing research in the African context..
- Research may also focus on perceptual differences in talent management and wellness. Emphasis should be placed on employer and employee perspectives and explore whether convergence does occur and at what level.
- An exploration is needed on whether workplace vitality is a myth or reality. One central question to be asked is on the effectiveness of workplace vitality initiatives in the talent management process. The second is to what extent does it contribute to improved organisational performance.
- Another key area of research is on intrinsic and extrinsic cultural attributions of mental health in the workplace. More importantly, the research should explore on how cultural attributions impact on the talent management process and the creation of psychologically healthy workplaces.
- There is a need for more research on the effectiveness of customised talent retention strategies.
- The management and effectiveness of wellness programmes should also be explored from an employee perspective.
- A multilevel approach to mental health in the workplace should be explored qualitatively in order to ascertain the subjective experiences of employees in the workplace.
- There is a need for more research which focuses on the process of merging data on mixed methods sequential exploratory research for management-oriented research.

7.11 Chapter Summary and Concluding Remarks

This chapter provided an overarching summary of the research on talent management and employee wellbeing. This study was conducted to explore the way talent should be managed to enhance employee wellbeing on multiple levels in South African organisations. The goal of the study was to develop a strategic multilevel integrated talent-wellbeing management framework.

In conclusion, the results of the quantitative and qualitative phase reveal that there is a positive and synergistic relation between talent management and employee wellbeing. The integration of employee wellbeing in the talent management process is essential for the effective optimisation of employee performance and enhancing organisational productivity and growth. The findings of this study provide HR professionals and other relevant stakeholders with insights on how to effectively integrate and manage talent and wellness initiatives. As organisations continue to face regulatory and operational challenges emanating from the internal and external environment, the findings of this study are essential for enhancing the holistic management of talent.

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APPENDIX A: ETHICS APPROVAL



NORTH-WEST UNIVERSITY
YUNIBESITHI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

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Institutional Research Ethics Regulatory Committee

Tel: +27 18 299 4849
Email: Ethics@nwu.ac.za

2016-05-12

ETHICS APPROVAL CERTIFICATE OF PROJECT

Based on approval by the Human Sciences Research Ethics Committee (HSREC) on 03/05/2016, the North-West University Institutional Research Ethics Regulatory Committee (NWU-IRERC) hereby approves your project as indicated below. This implies that the NWU-IRERC grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the project may be initiated, using the ethics number below.

Project title: An integrated framework of workplace wellness as strategic business imperative for talent management																														
Project Leader/Supervisor: Prof Y du Plessis & Prof S Steinman																														
Student: JC Nzozi																														
Ethics number:	<table border="1"> <tr> <td>N</td> <td>W</td> <td>U</td> <td>-</td> <td>0</td> <td>0</td> <td>2</td> <td>2</td> <td>8</td> <td>-</td> <td>1</td> <td>6</td> <td>-</td> <td>A</td> <td>9</td> </tr> <tr> <td colspan="3">Institution</td> <td colspan="3">Project Number</td> <td colspan="3">Year</td> <td colspan="3">Status</td> </tr> </table>			N	W	U	-	0	0	2	2	8	-	1	6	-	A	9	Institution			Project Number			Year			Status		
N	W	U	-	0	0	2	2	8	-	1	6	-	A	9																
Institution			Project Number			Year			Status																					
<small>Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation</small>																														
Application Type: N/A																														
Commencement date: 2016-05-03		Expiry date: 2019-05-03																												
Risk:			N/A																											

Special conditions of the approval (if applicable):

- Translation of the Informed consent document to the languages applicable to the study participants should be submitted to the HRREC (if applicable).
- Any research at governmental or private institutions, permission must still be obtained from relevant authorities and provided to the HRREC. Ethics approval is required BEFORE approval can be obtained from these authorities.

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following:

- The project leader (principle investigator) must report in the prescribed format to the NWU-IRERC via HRREC:
 - annually (or as otherwise requested) on the progress of the project, and upon completion of the project
 - without any delay in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
 - Annually a number of projects may be randomly selected for an external audit.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the HRREC. Would there be deviation from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the NWU-IRERC via HRREC and new approval received before or on the expiry date.
- In the interest of ethical responsibility the NWU-IRERC and HRREC retains the right to:
 - request access to any information or data at any time during the course or after completion of the project;
 - to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process.
 - withdraw or postpone approval if:
 - any unethical principles or practices of the project are revealed or suspected,
 - it becomes apparent that any relevant information was withheld from the HRREC or that information has been false or misrepresented,
 - the required annual report and reporting of adverse events was not done timely and accurately,
 - new institutional rules, national legislation or international conventions deem it necessary.
- HRREC can be contacted for further information via Estie.Fritzsch@nwu.ac.za or 018 280 2873.

The IRERC would like to remain at your service as scientist and researcher, and wishes you well with your project. Please do not hesitate to contact the IRERC or HRREC for any further enquiries or requests for assistance.

Yours sincerely

**Prof LA
Du Plessis**

Digitally signed by Prof LA Du Plessis
DN: cn=Prof LA Du Plessis, o=North-
West University, ou=Campus Rector,
email=Linda.DuPlessis@nwu.ac.za,
c=ZA
Date: 2016.05.13 08:48:17 +02'00'

Prof Linda du Plessis

Chair NWU Institutional Research Ethics Regulatory Committee (IRERC)

APPENDIX B: TURNITIN REPORT

SA body only as on 30 May 2019

ORIGINALITY REPORT

16%	11%	4%	10%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to University of Auckland Student Paper	1%
2	eprints.utar.edu.my Internet Source	1%
3	uir.unisa.ac.za Internet Source	1%
4	Submitted to Sim University Student Paper	1%
5	repository.up.ac.za Internet Source	1%
6	sajhrm.co.za Internet Source	<1%
7	Submitted to University of Wolverhampton Student Paper	<1%
8	Submitted to Coventry University Student Paper	<1%
9	dspace.nwu.ac.za Internet Source	<1%

APPENDIX C: LANGUAGE EDITING CERTIFICATE

Alexa Barnby
Language Specialist

Editing, copywriting, indexing, formatting, translation

BA Hons Translation Studies; APEd (SATI) Accredited Professional Text Editor, SATI

Mobile: 071 872 1334

Tel: 012 361 6347

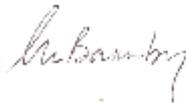
alexabarnby@gmail.com

23 May 2019

To whom it may concern

This is to certify that I, Alexa Kirsten Barnby, an English editor accredited by the South African Translators' Institute, have edited the doctoral thesis titled "An integrated framework of workplace wellness as strategic business imperative for talent management in the workplace" by J.C. Nzonzo.

The onus is, however, on the author to make the changes and address the comments made.



APPENDIX D: APPROVAL TO CONDUCT RESEARCH FROM SABPP

3/31/2019

Gmail - FW: Employee Well-being and Talent Management Survey



Jenny Nzonzo <jenny.nzonzo@gmail.com>

FW: Employee Well-being and Talent Management Survey

Ceanne Schultz <ceanne@sabpp.co.za>
To: Jenny Nzonzo <jenny.nzonzo@gmail.com>

Tue, May 29, 2018 at 12:28 PM

Hi Jenny

The survey has successfully been distributed. Should I receive any enquiries, I will forward it through to you.

Regards, Ceanne

From: info@sabpp.co.za <info@sabpp.co.za>
Sent: Tuesday, May 29, 2018 12:25 PM
To: Ceanne Schultz <ceanne@sabpp.co.za>
Subject: Employee Well-being and Talent Management Survey

Integrated Framework:
Employee Well-being and Talent Management Survey

SABPP™
SA BOARD FOR
PEOPLE PRACTICES
Setting HR standards

An Integrated Framework of Employee Well-Being as a Strategic Business Imperative for Talent Management in the Workplace

Dear Prospective Participant,

You are invited to complete a research questionnaire that will form part of my PhD Studies, which attempts to develop an integrated framework of employee well-being as a strategic business imperative for talent management in the workplace. Please note that this study is voluntary, confidential and anonymous and you can withdraw at any time.

The study was approved by North-West University (Mafikeng) Ethics Committee and is currently being undertaken at the School of Business and Governance under the supervision of Professor Yvonne du Plessis and Professor Susan Steinman.

<https://mail.google.com/mail/u/0/?ik=0255b23e8d&view-pt&search=all&permmsgid=msg-f%3A1601793884496343045&siml=msg-f%3A1601793...> 1/2

APPENDIX E: QUESTIONNAIRE

INTEGRATED FRAMEWORK: EMPLOYEE Well-being and Talent Management

1. Welcome to My Survey

Dear Participant

You are invited to complete a research questionnaire that will form part of my Ph.D. Studies, which attempts to develop an integrated framework of employee well-being as a strategic business imperative for talent management. Please note that this study is voluntary, confidential and anonymous and you can withdraw at any time.

The study was approved by North-West University and is currently being undertaken at the School of Business and Governance under the supervision of Professor Yvonne du Plessis and Professor Susan Steinman.

The aim of this research is to explore on how talent should be managed to enhance employee well-being in South African (SA) Organisations. The objective of investing in talent is to have a positive impact on financial, organisational, HR related outputs and the well-being of employees. Therefore, this research will benefit Human Resource Professionals and managers by providing empirical based knowledge and an integrated framework essential for empowering organisations' to compete strategically and build psychologically healthy workplaces.

Your time and contribution to the professional development of managing talent, is much appreciated. It will take +/- 15 minutes to complete the survey. As a respondent, you can be assured of the strictest confidentiality of the information that you provide. By proceeding with the completion of this survey you give your consent to participate and the results and findings will be used for academic purposes.

I am willing to share the findings/outcome of this research with you, if interested kindly email me.

Best wishes and regards.

Jennifer Chishamiso Nzonzo (Ph.D Researcher)

Registered PhD student: North-West University, School of Business and Governance

Email: jenny.nzonzo@gmail.com

2. Section A- General Information

Indicate your answer by clicking in the appropriate block next to the statement or complete where necessary.

* 1. What is your gender?

Female

Male

* 2. How old are you?

Younger than 20

Between 20 and 29 years

Between 30 and 39 years

Between 40 and 49 years

Between 50 and 59 years

Between 60 and 69 years

70 Years and Older

* 3. Which Province of South Africa are you working in?

Gauteng

Western Cape

Eastern Cape

Free State

Kwazulu Natal

Limpopo

North West

Northern Cape

Mpumalanga

* 4. Please indicate your ethnicity.

Asian

Black

Indian

White

Coloured

Other (please specify)

5. What is your highest level of Education?

- Some Primary
- Primary Completed
- Some High School
- Matric/Grade 12
- Diploma/Advanced Diploma
- University Degree
- Masters Degree
- PhD/Doctoral Degree
- Other (please specify)

* 6. Which Industry are you working in?

- Automotive
- Banking
- Construction
- Education (Primary, Secondary, College, University)
- Engineering
- Tourism and Hospitality
- Government (National and Provincial Levels)
- Health
- Telecommunications/ Mobile
- Manufacturing
- Mining
- Non-Governmental (NGOs)
- Retail
- Other (please specify)

* 7. How many years have you been working in Human Resources Management and/or Employee Wellness?

- Less than 1 year
- 1 to 3 Years
- 4 to 6 Years
- 7 to 9 Years
- 10 + Years

Integrated Framework: Employee Well-being and Talent Management

3. Section B: Employee Wellbeing:

Employee well-being can be described as how employees feel and how they function, both on a personal and a social level, and how they evaluate their lives as a whole. In this research four areas of well-being are considered: Physical well-being, Emotional well-being, Psychological well-being and Social well-being.

On a scale 1 to 5 where 1 is 'strongly disagree' and 5 is 'strongly agree' indicate the extent to which you agree or disagree with each of the following statements:

8. Physical Well-being

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Excessive working hours of more than 10 hours a day have a negative effect on employee health and well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of Physical exercise for at least 30 minutes a day results in employees` not performing effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poor eating habits can negatively affect employees` health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of periodic rest/relaxation, can negatively affect an employees` performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health assessments such as blood pressure, cholesterol, glucose	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

tests, and muscular strength are essential in enhancing the well-being of employees.*

10. Emotional Well-being

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
When employees are not happy with the working environment it directly affects their work output.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poor working relationships negatively affect the mood and creativity of employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When employees are not happy with their compensation package it affects their capacity to perform at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mean bosses, rude customers, backstabbing co-workers can drain the energy of employees and leave them feeling demotivated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When employees are passionate about their work they effectively contribute to organisational goals.*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Psychological Well-being

Unethical practices at work have a negative effect on the capacity of employees to effectively perform well.	<input type="radio"/>				
Employees who have the ability to manage complex environments to suit personal needs and values are able to handle workplace challenges effectively.	<input type="radio"/>				
The pursuit of meaningful goals and a sense of purpose in life is essential in improving the psychological well-being of employees.*	<input type="radio"/>				

Employees who were raised in an affectionate

environment exhibit positive behaviors at work.

A supportive work place environment is essential in providing a positive environment for employees to flourish psychologically.*

* 11. Social Well-being

Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree

Unmanaged Work Life Balance negatively affects employees 'capacity to perform at work.

Good relationships with co-workers are important in improving social well-being of employees.

Joining **formal** social groups is important in improving social well-being of employees'.*

Joining **informal** social groups is important in improving social well-being of employees'.*

Extraverted (outgoing) employees have better social management skills than introverted (less outgoing) employees.*

4. Talent Management

Talent management is an organisation's commitment to attract, develop and retain the most talented and gifted employees available in the job market.

On a scale 1 to 5 where 1 is 'strongly disagree' and 5 is 'strongly agree' indicate the extent to which you agree or disagree with each of the following statement

12. Talent Attraction

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Ethical organisational recruitment policies and practices are essential in attracting talented employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Potential employees are attracted to organisations which fit into their career and professional aspirations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Significant alignment of business processes with HR ensures that the organisation attracts talented employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Market related salaries and benefits ensure that an organisation attracts highly qualified and talented employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advertising jobs on social media such as LinkedIn, Facebook, twitter ensures that organisations attracts highly talented employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
External sources of recruitment compared to Internal sources of recruitment ensure that the organisation attracts more diverse employee					

* 13. Talent Development

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Conducting a training needs assessment ensures an objective assessment of employees' development needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unreconciled talent development expectations between management and employees impacts negatively on the achievement of organisational goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developmental initiatives are more effective if they are linked to promotional opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developmental initiatives are more effective if they are linked to a reward.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honest feedback for developmental purposes is essential in ensuring employees' improve their knowledge and skills.*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A holistic (Integrated) talent development approach plays					

an integral role in enhancing employee well-being*

* 14. Talent Retention

Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree

A market related compensation package (salary, financial and non financial rewards) is essential for retaining employees in an organisation

Ethical managerial practices play an important role in motivating employees to remain in an organisation

A lack of evaluation of the compensation package, working conditions, policies and procedures negatively impacts on talent retention.*

A conducive organisational culture is important for retaining employees.

Highly engaged employees are most likely to be

remain in the organisation.

Alignment of employee well-being programmes with the strategic objectives of the organisation is essential for retaining employees'.



5. Integration of Employee Wellbeing and Talent Management

* 15. From your own experience and/observations, on a scale 1 to 3 rate the extent to which you perceive employee well-being is integrated and/ embedded with talent management in your organisation?

Rating Scale: 1 Not Integrated/Embedded, 2 Moderately Integrated/Embedded, 3 Highly Integrated/Embedded



Not Integrated/Embedded



Moderately Integrated/Embedded



Highly Integrated/Embedded

* 16. Which of the following employee wellness programmes have been adopted or are currently in place in your organisation?

"Tick all that apply"



Peer Education



Sporting Activities or external provisions for training



Healthy living lifestyles (HIV, diabetes, BP etc)



Time Management



Work life balance



Counselling



Weight Management



Smoking Cessation



Financial Management



Stress Management

- Substance Abuse
- Other (please specify)

17. Who should be responsible for ensuring that Talent Management is effectively integrated and/ embedded with Employee Well-being? *'Tick all that apply'*

- Chief Executive Officers
- Human Resource Management and/ Employee Wellness Specialists
- Heads of Departments
- Line Managers/Supervisors
- Workers Union
- Government (Legislation Formulation)
- Employees

Other (please specify)

18. Are there any other comments you would like to make with regards to the formulation of an integrated framework of Employee Well-being and Talent Management?

Thank you for participating in the survey, your contribution is much highly appreciated.

APPENDIX F: MEANS DISTRIBUTION

Descriptive Statistics Depicting the Means for Research on Talent Management and Wellness

Model 1

Descriptive Statistics			
	Mean	Std. Deviation	N
Talent Management	4.14	.385	189
Employee Wellbeing	4.18	.408	189

Model 2

Descriptive Statistics			
	Mean	Std. Deviation	N
Talent Attraction	4.05	.503	189
Physical Wellbeing	4.28	.505	189
Emotional Wellbeing	4.46	.469	189
Psychological Wellbeing	4.11	.530	189
Social Wellbeing	3.88	.564	189

Model 3

Descriptive Statistics			
	Mean	Std. Deviation	N
Talent Development	4.15	.424	189
Physical Wellbeing	4.28	.505	189
Emotional Wellbeing	4.46	.469	189
Psychological Wellbeing	4.11	.530	189
Social Wellbeing	3.88	.564	189

Model 4

Descriptive Statistics			
	Mean	Std. Deviation	N
Talent Retention	4.23	.476	189
Physical Wellbeing	4.28	.505	189
Emotional Wellbeing	4.46	.469	189
Psychological Wellbeing	4.11	.530	189
Social Wellbeing	3.88	.564	189

Model 5

Descriptive Statistics			
	Mean	Std. Deviation	N
Talent Management	4.14	.385	189
Physical Wellbeing	4.28	.505	189
Emotional Wellbeing	4.46	.469	189
Psychological Wellbeing	4.11	.530	189
Social Wellbeing	3.88	.564	189

NB: The above descriptives are for the 189 participants who completed all answers on the questionnaire. 21 Participants with none response on some questions denoted with -99 in the raw data were only considered for normality, reliability and multiple regression tests

APPENDIX G: INTERVIEW GUIDE

1. What is your understanding of the term Employee Well-being?
 - **Probe**
 - How easy is it to identify the level of employee well-being at work? (*e.g negative wellbeing, moderate well-being, positive wellbeing*)
2. To what extent does physical well-being affect the performance of employees at work?
 - **Probe**
 - Is physical well-being a necessity in all jobs? Are there any jobs where it may be of no paramount importance?
3. How does the emotional well-being of employees contribute to the achievement of organisational goals?
4. Is the pursuit of meaningful goals and a sense of purpose in life essential in improving the psychological well-being of employees at work?
5. To what extent are work relationships (*i.e relationships between employees and relationships between employees and management*) in improving the social well-being of employees?
6. How important is it for employers to provide employee well-being programmes? e.g (*counselling, stress management, Healthy lifestyles, Health Assessments*)
 - **Probe**
 - What do you think are some of the reasons why employees do not participate in employee well-being programmes? e.g Wellness days
 - Are employee well-being programmes under rated?
7. What is your understanding of the term talent?
 - **Probe**
 - Is it practical to say management and employees have different perceptions of the term talent?
8. How can organisations attract talented employees?
9. Do you think employee development/training is important in contributing to an organisation`s goals and objectives?
 - **Probe**
 - Does employee development/ training contribute to the well-being of employees?
 - Should development/training of employees be compulsory e.g in a year employees should attend one compulsory training in their field of work?
10. In what ways can employers retain their talent?
 - **Probe**
 - Should the same retention strategies or methods be similar across industries/sectors and/generations e.g *Millennials, Baby Boomers, Young Generations Old Generations Etc*
 - Is there an interlinkage between intention to leave and Employee Well-being?

Integration of Employee Well-being and Talent Management

11. From your own observations and/experience to what extent do you perceive employee well-being is integrated and/embedded with talent management? e.g *Not Integrated Or Moderately Integrated Or Highly Integrated.*
 - **Probe**
 - Why do you believe so?
 - What are some of the perceived challenges of aligning Employee Well-being initiatives in the Talent Management process?
 12. Who do you think should be responsible for ensuring that a conducive environment exists for
 - managing talent
 - positive employee well-being to flourish?
- e.g (*Employees, Line managers, Senior Management, Workers Union, Employees, Heads of Departments etc*).
13. Are there any other comments you would like to make with regards to the formulation of an integrated framework for Employee Well-being and Talent Management?

Thank you for Participating, Your Contribution is Most Highly Appreciated

APPENDIX H: INVITATION TO PARTICIPATE IN INTERVIEW



Dear Sir/Madam

I trust that I find you well today. Thank you very much for your willingness to take part in my research on an integrated framework for employee well-being and talent Management, I truly appreciate.

My research adopts a mixed methodology approach employing a survey questionnaire and phenomenological in-depth interviews where I am only focusing on the following elements as per my research problem:-

- o Employee well-being (*physical, emotional, psychological and social*)
- o Talent Management (*attraction, development and retention*)

The interview will take about 30-35 minutes and will take place at a time and place that is convenient to you. All answers will remain confidential and will only be used for research purposes. Your participation will be anonymous and a coding system will be used to track responses, hence, each interviewee will be assigned a letter code to be identified with. The letter code will be used in the analysis and write up of the findings. Attached to this email is my explanatory statement, ethics approval and questions for the interview .

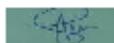
I am based in the West Rand, Ruimsig and available to meet anywhere around Gauteng. Kindly select *any 3 possible* slots from the online appointment scheduler available at <https://doodle.com/poll/zwhebxxmcpvxtu73>

In addition, kindly complete the demographics questionnaire before the interview which would take less than 2 Minutes. The link is available at: <https://www.surveymonkey.com/r/HQSVPG7>

Your Code is Participant is _____

NB: All research instruments have been developed from literature and expert consultations, a pilot study was conducted prior to rolling out the study.

Yours Sincerely



Jennifer C Nzonzo

PHD Researcher: North west University, School of Business and Governance

jenny.nzonzo@gmail.com

APPENDIX I: EXPLANATORY STATEMENT



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6 July 2018

Explanatory Statement

Research Title: An integrated framework of employee wellbeing as strategic business imperative for talent management.

Qualification : Doctor of Philosophy: Business and Management

Research Approval Ethics Number : NWU-00228-16-A9

Researcher

Jennifer Chishamiso Nzonzo
Email: jenny.nzonzo@gmail.com

Supervisor

Professor Yvonne duPlessis
Yvonne.DuPlessis@nwu.ac.za

Co- Supervisor

Professor Susan Steinman
susansteinman@telkomsa.net

Dear Sir/Madam

You are invited to take part in this study. Please read this Explanatory Statement in full before deciding to participate in this research. If you would like further information regarding any aspect of this research, you are kindly encouraged to contact the researcher using the contact details listed above.

What does the research involve?

The aim of this research is to explore on how talent should be managed to enhance employee wellbeing in South African (SA) Organisations. Many organizations worldwide, regardless of size have to deal with challenges of attracting developing and retaining employees. In particular, the objective of investing in talent management is to have a positive impact on financial, organisational and HR related outputs. Therefore, focusing on employee wellbeing and talent management research in SA will provide empirical based research that that is needed to empower organizations' to compete strategically. Data will be collected using an interview discussion at a place time that is convenient to you. The duration of the interview will be 35 to 40 minutes.

Why were you chosen for this research?

You have been chosen for this research due the fact that you contribute to managing talent through the execution of your day to day activities. Your views and opinions will help in building

theory and give understanding on talent management and employee wellbeing. The contact details for the organisation as provided on the public domain enabled me to contact you for the research.

Consenting to participate in the project and withdrawing from the research

Participation will only take place with your full consent. Consent forms will be made available to you and data will only be collected upon the signing of the consent form. Furthermore, you have the right to withdraw voluntarily from participation before the data is analysed. However, data cannot be withdrawn after analysis when the data has been aggregated

Possible benefits and risks to participants

Firstly, this study will provide a theoretical contribution on how workplace wellness should be incorporated whilst driving and managing talent management, i.e. attraction, deployment, development and retention of employees. Secondly, this study will develop a practical contribution through the study development of a multi-level wellbeing-talent management framework. This will assist organisations and managers in recommending appropriate talent management interventions and support managers in managing talent with a holistic talent mind-set. There are no foreseeable risks of harm or side-effects to you as the potential participant as this is a low risk research where perceptions on employee engagement are being considered.

Confidentiality

Data collected will be de-identified therefore no names will be used within the project. The research findings will be published as a thesis. Codes or pseudonyms will be used where necessary.

Storage of data

Hard copies such as interview notes, audio tapes, and transcriptions will be kept in a securely as per Northwest policies and procedures It will only be accessible to researchers. Computer files including data and any personal information will be kept in a network storage with fire-wall and will only be accessible to researchers. Only researchers of this study will have access to this data.

Results

The research results will be analysed and presented in a research report and submitted for publication as a thesis. A report on the study will be provided to the participants at their request. However, all primary data and details such as participant identifiers will not be shared.

Concerns

Should you have any concerns about the conduct of the project, you are welcome to contact the Institutional Research Ethics Regulatory Committee, Northwest University, Tel: +27 18 299 4849, Email : Ethics@nwu.ac.za.

Thank you

Jennifer C Nzozzo

Researcher: School of Business and Governance

APPENDIX J: CONSENT FORM



Consent Form

Research Title: An integrated framework of employee wellbeing as strategic business imperative for talent management in the workplace.

Qualification : Doctor of Philosophy: Business and Management

Research Approval Ethics Number : NWU-00228-16-A9

Professor Yvonne duPlessis (Supervisor)

Professor Susan Steinman (Co- Supervisor)

Jennifer Chishamiso Nzonzo (Researcher)

I have read and understood the Explanatory Statement and I hereby consent to participate in this research.

I consent to the following:	Yes	No
My participation in this research study is voluntary.	<input type="checkbox"/>	<input type="checkbox"/>
Taking part in the interview	<input type="checkbox"/>	<input type="checkbox"/>
Audio Recording during the interview	<input type="checkbox"/>	<input type="checkbox"/>
Note taking during the interview	<input type="checkbox"/>	<input type="checkbox"/>
I understand data collected will be used for research purposes	<input type="checkbox"/>	<input type="checkbox"/>
The results and findings of this research may be used by fellow researchers in future research projects, provided that my identity is kept anonymous	<input type="checkbox"/>	<input type="checkbox"/>

Name of Participant _____

Participant Signature _____ Date _____

APPENDIX K: CODING PATH

Thematic Coding Integrated Framework: Talent Management and Wellness

Codes	Categories	Themes
Employee Wellbeing		
<i>Understanding of Employee Wellbeing</i>		
Critical Checks		
Depression		
Emotional****		
Emotional Health		
Employee Treatment		
Environment		
Existence		
Face Value		
Fear		
Full Essence		
General Health		
Holistic Process		
Individual	Components of Employee Wellbeing	
Inner Wellbeing	Types of Wellbeing	
Mask**	Impact of employee wellbeing	
Mental Health**	Management of employees	
Motivation**	Perception of Employee Wellbeing	
Open Management	Projection of Feelings	Determinants of Employee Wellbeing
Overall Functioning**	Role of working environment	
People & systems	Attainment of Inner peace	
Physical***	Commitment to organisational	
Pretending	Personality of employee	
Projection of Emotions	Impact of Work Environment	
Psychological***		
Relationships**		
Sense of Belonging		
Social****		
Social Stability		
Spiritual Health		
Spirituality		
Take Care		
Total well-being		
Totality		

Welcoming Working Environment Workplace Wellbeing		
Physical Wellbeing and Work Performance		
Absenteeism Blood Pressure Commitment Depression Employee Performance Errors Essential Fitness Good Health Is Important Health Issues		
Highly Active Individual Wellbeing Induce Absenteeism Job satisfaction Lifestyles	Necessity of physical wellness Health related impacts Outcomes of poor physical health Impact on productivity	Physical Wellbeing and Employee Performance
Managed Well Mental Wellbeing Mind and Spirit Mistakes**	Importance of Physical Wellness Impact on profitability Absenteeism at work Impact of lifestyle on wellness	
Necessity for all jobs Off Sick Operations & Profitability Overall Health Performance**** Physically Balanced Physically Fit Pivotal Role Produce Results Quality Of Work Stress **		
Emotional Wellbeing and Organisational Goals		
Affects Production Burden Catching Feelings Communications		

Delay In Completion Of Tasks		
Difficult To Measure		
Effect on others around		
Emotional Connection		
Emotional Drive**		
Emotional Intelligence**		
Emotional Labour		
Emotionally balanced	Impact on productivity of emotions	
Emotionally Well**	Challenges of assessing emotions	
Emotions are Contagious	Evaluation of emotions exhibited	
Employee Interfaces	Cognitive dissonance of emotions	
Face Value	Integration with other well beings	
Feedback	Impact on Job satisfaction	
Goals		
Hampering Organisational Goals	Contagion effect of emotions	
Holistic	Job Specifications and Emotions	
Identification With Job	Emotional Intelligence applications	
Impacts On Delivery	Masking Emotions	
Increased output	Selective bias and Emotions	
Links With Physical Wellbeing	Management Style and Emotions	
Micro Management		
Organisational Goals		
Perceptions		
Performance		
Personal Problems		
Push Employee		
Social Acceptance		
Spill over Effects		
Psychological Wellbeing		
Accommodation of others		
Alignment		
Balance Organisational Goals & Employee Goals		
Career Path		
Clear Meaning		
Congruency Between Goals	Acceptance of others at work	
Creativity	Psychological wellbeing a driver for creativity	

Management of Emotions in the Workplace

Drive	Clarity and sense of purpose at work	Psychological Wellbeing and achievement of goals
Driving Productivity	Linked with talent management	
Embedded In Talent Management	Enhances employee empowerment	
Empowerment	Fosters growth	
Equity	Inspirational to employees	
Growth	Enables meaning and purpose at work	
Inner intelligence	Enhances value of employees	
Inspiring Work	Linked to job satisfaction	
Interlinkage With Organisational Goals	Motivates employees	
Internal Inertia	Improves employee happiness	
Job Satisfaction	Linked to employee development	
Meaning & Purpose Meaningful Goals & Objectives Organisational Goals		
Organisational Path		
Performance Management		
Personal Goals**		
Promotional Opportunities		
Psychologically Connected		
Reduces Frustration		
Reduces Stress & Burn Out		
Regulatory		
Sense of Direction**		
Skills Development		
Status Quo		
Valued		
<i>Social Wellbeing and Work Relationships</i>		
Barrier Exists		
Class Division**		
Co-exist		
Collegiality		
Conducive Environment		
Connection With Environment		
Constructive Feedback		
Constructive Relationships		
Contribution to Well Being		
Delicate issue		

Depends with organisation	<p>Can foster class division</p> <p>Linked to managerial hierarchy</p> <p>Encourages employees to flourish</p> <p>Impacted by poor communication</p> <p>Should be mutually benefiting</p> <p>Spill over to relationships outside the workplace</p> <p>Respectful workplaces</p> <p>Improves social cohesion</p> <p>Enhanced by Teamwork</p> <p>Relationships are reciprocal</p> <p>Contributes to vision and mission</p>	Social wellbeing and Work relationships
Effective Relationships		
Flourishing		
Harmony		
Hierarchy system		
Inclusive Culture		
Influence on One Another		
Lack of effective communication		
Management of Relationship Breakdown		
Mutually Benefit		
Not Created In Vacuum		
Organisational Outcomes		
Proper Communication		
Proper Direction		
Reciprocity		
Relate to one another		
Relationship Outside The Workplace		
Respect		
Social Cohesion		
Sum Total of Relationships		
Teamwork		
Valued And Appreciated		
Very Important		
Visions		
Wellbeing Programmes		
A Must	<p>Importance of wellness programmes</p> <p>Types of Wellness programmes</p> <p>Commitment to wellness programmes</p> <p>Concerns about privacy</p> <p>Rhetoric and Reality of Implementation</p> <p>Employer Interests</p> <p>Impact on HR Strategy</p> <p>Determinates of Wellness</p>	
Acceptance Of Wellness Programmes		
Availability Of Staff		
Availability Of Time For Employees		
Changing Working Environment		
Class division		
Commitment To Participate		
Commitment ****		
Concerned about esteem		
Concerned with work only		
Cultural Issues***		

Data and Trend on Wellness	Interlinkage with Overall health of Employees	Wellness programmes Management
Disclosure of Information	Acceptance of Wellness Programmes	
Disconnect Between Theory & Practice	Strategic Planning Process	
Divulging Of Information***	Impact of Wellness Programmes on Motivation	
Effective System	Attitudes towards wellness programmes	
Employees not concerned	Externally or Internally Provided	
Employer Has a Vested Interest	Cultural Issues of Wellness	
Encouragement To Participate	Fear of Results of participating	
Enhances The Wellbeing Of Employees	Availability of facilities	
Ergonomics	Research for wellness programmes	
Fear***	Intention of wellness programmes	
Frequency of programmes**	Marketing of Wellness Programmes	
Health Facilities	Stigma	
Healthy Life Styles**		
Important of wellness programmes*****		
Improves Motivation		
Informing Hr Strategy		
Informs Strategic Planning Process		
Lack of Proper Communication		
Lack of Research		
Loosing Jobs		
Managerial Judgement		
Marketing		
More of A Show		
Outsourced		
Perception Of The Programme		
Perception Of Wellness as a Waste of Money		
Prior Experiences		
Privacy**		
Public Relations Stunt		
Referral		
Relatively New Concept		
Resources		
Road Map		

Skills Not Available		
Stigma Around Wellness		
Succession Planning		
Taking Care Of Employees		
Time constraints**		
Traditional Way Of Thinking		
Uncomfortable		
Underrated		
Vital For Organisation		
Workplace Vitality		
Talent Management		
Conceptualisation of Talent		
Abilities		
Ability		
Attitude**		
Born Or Innate		
Competence		
Competencies		
Creativity		
Critical & Scarce Skill**		
Determination of Who Is Talent		
Different Perceptions**	Definition of talent	
Difficult to understand	Components of Talent	
Distinguishing Factor	Perceptions of talent	
Enhanced Through		
Development	Marketing of employees	Talent Conceptualisation
Expectations	Understanding of Talent	
Experience	Personal competitive advantage	
God Given	Employee vs employer expectations	
Holistic Process		
Innovation		
Meaning Of Talent		
Multidimensional		
Natural**		
Organisational performance		
Perception of Talent		
Selling Point		
Skill*****		
Skill of an employee		
Something Somebody Is Good at		
Stock Of Expertise		
Strength		

Value		
Wholesome Package		
Talent Attraction		
Brand**		
Compensation Package		
Conducive Environment		
Culture		
Depends on Levels of Jobs		
Employer of Choice	Reputation	
Equal Opportunity	Impact of Social Media	
Innovative Products	Type of product or service offering	
Limit Type of Talent	Job category	
Location	Internal factors	
Mission & Vision	External Factors	Talent Attraction Strategies
Open Organisations	Push Factors	
Organisational Projection	Pull Factors	
Product Offering And Services	Strategic Alignment Processes	
Pull Factors	Organisational Practices	
Push Factors	Workplace Generations	
Remuneration**		
Reputation		
Social Media***		
Strategic Process		
Sustainable Organisational Practices		
Talent Driven Mind-set		
Talent Price		
Type of Generations		
Value Proposition		
Wholesome Package		
Working Environment		
Employee Development		
Abreast Of Changes In The Environment		
Achievement Of Organisational Goals		
Alignment With The Organisation		
Box Ticking Exercise		
Career Ladder Updating Of Skills		
Change Management		
Climate For Development		

Coaching
 Compulsory**
 Compulsory For a set of Jobs
 Compulsory For Core Jobs
 Compulsory For Some Jobs
 Continuous Development
 Continuous Process
 Continuous Training****
 Contribution To Wellbeing**
 Culture of The Organisation
 Development Programmes
 Disconnect of Training Practices
 Discussions With Line Managers
 Employee Centred Training
 Employees Deciding Their Own Training
 Empowering Employees
 Exposing To More Talent
 Fear of Loosing Jobs
 Fuels Employee Wellbeing
 Guidelines
 Holistic & Integrated System
 Important In the Knew Knowledge Economy
 Improves Performance
 Improves Wellbeing
 Increases Performance
 Integration In The Workplace
 Knowledge
 Knowledge Sharing
 Link With Organisational Goals
 Linked To Employee Wellbeing
 Linked To Job Satisfaction
 Marketing of Training
 More Skills
 Needs**
 Not Compulsory
 Not For Regulatory Purposes only
 Not To Be Imposed
 Objectives

Strategic Alignment
 Organisational Climate
 Importance
 Training Needs
 Type of job or occupation
 Motive of development
 Compulsory vs Voluntary
 Relevancy of Training
 Needs Analysis
 Integration with Organisational System
 Resources
 Guidelines

Sustainable Talent Development Practices

Organisational Goals		
Overtraining**		
Practical Purposes**		
Properly Developed		
Purpose of Training		
Push To Higher Level		
Refining Skills		
Reinforcement Of Goals		
Relevance Of Development		
Repeated Upskilling		
Resources		
Robust Talent Tools		
Skills Development		
Specialist Training		
Structured According To Jobs		
Succession Planning		
Very Important		
Voluntary		
Talent Retention		
Across Generations		
Align Hr Strategy With Organisational Strategy		
Appreciation Days		
Benefits		
Clear Direction**		
Compensation Package		
Competitive Compensation		
Conducive Environment		
Conducive Work Climate	Alignment with HR Strategy	
Customised Approach To Retention across generations*****	Role of Retention Strategies	
Development***	Financial Retention tactics	
Different Strategies	Non-Financial Retention tactics	
Diversified Workplace	Link with overall wellbeing	
Extrinsic Rewards	Managerial attitudes	Engaging and Retaining Talent Financial Strategies***
Generational Differences	Alignment with Employee wellness	Subtheme
Gestures	Motivational Role of Retention	Non-Financial Strategies***
Gifts	Customised approach	Subtheme
Goals	Cognisance of the generations	
Holistic Strategy	Importance of Research on appropriate Retention strategies	

Incentives**		
Intrinsic Rewards		
Managerial Abuse		
Managerial Support		
Market Oriented Retention		
Meaningful Careers		
Money***		
Motivation		
Organisational Culture		
Perception Surveys		
Prizes And Vouchers		
Professional Development		
Regular Check of Evolving Needs		
Respect		
Retention Across Generations		
Retention Drivers		
Rewards		
Team Building		
Training		
Wellness Programmes		
Work Life Balance		
Work Satisfaction		
Integration of Talent and Employee wellbeing		
<i>Practical Integration</i>		
Adaptation Problems		
Cannot Be Separated		
Contradicting Information		
Disconnect***		
Failure By Organisations To Project Themselves Positively		
Few Companies Effectively Integrating		
Ignorance		
Importance of Training & Development	Perceptions to integration	
Integrated At Higher Levels Than Lower Levels	Challenges of Integration	
Lack of Consideration The Different Generations	Level of Integration	
Lack of Considering Wellness As Competitive Advantage	Commitment to Integration	Optimising Talent and Wellness Integration

Lack of Coping With Change		
Lack of Information		
Lack of Research On The Integration		
Moderately Integrated***		
Not Too Well Integrated		
Processes Handed out without explanation		
Relationship Problems		
Resistance To Change		
Role of Social Media		
Sense of Direction		
Talent & Wellbeing Cannot Be Separated		
Wellness should serve Talent		
Work Networks		
Stakeholders		
CEO		
Employees*****		
Everyone****		
Heads Of Departments	Categorisation of Stakeholder	
	Role of Stakeholder	
Hr Department*****		Stakeholder Involvement
Hr To Drive The Initiative		***Sub Theme
Line Managers*****		
Review Every Three Months		
Senior Management		
Setting The Tone		
Top Management***		
Any other Comments		
At The Centre of An Organisation		
Awareness		
<i>Bipolar Employees ***</i>		
<i>Neurodiversity</i>		
CEO Should Advocate For Integration		
Cultural Issues		
Employee Performance		
Employees Should Feel They Are Part of The Organisation	Level of Adoption	

Employers Should Not Distance From Wellbeing	Top management Commitment	Harnessing Neurodiversity**** Sub Theme
Extensive Adoption		
Global Environment	Importance of Talent and Wellness Integration	
Holisticity	Mental health in the workplace	
Importance of Wellness and Talent***		
Integration of Talent and Wellness		
Lack of Understanding of Talent Management		
Mental Wellbeing		
Ripple Effect of Integration		
Robust Strategies		
Training For understanding		

Family Codes	Colour Code
Employee Wellbeing	
Talent Management	
Integration of Talent & Wellness	
Impact of Talent & Wellness	
Management of Talent & Wellness	
Emerging Concepts*** Neglect of Mental Health	

APPENDIX L: MULTILEVEL INTEGRATED TALENT and WELLBEING FRAMEWORK

