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The relationship between talent management, productive organisational energy and intention to quit

by

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DECLARATION

I, Lucky Mpofu, declare that "The Relationship between Talent Management, Productive Organisational Energy and Intention to Quit is my own unaided work both in content and execution. All the resources I used for this study are cited and referred to in the reference list by means of a comprehensive referencing system. Apart from the normal guidance from my supervisors, I have received no assistance, except as stated in the acknowledgements. I declare that the content of this thesis has never before been used for any qualification at any tertiary institution.

Signature

Date:

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"People have become the key competitive differentiator in today's knowledge-based economy, but addressing these human performance or people issues is still a vexing management problem". -
David Clinton

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Abstract

Background and Aim:

Talent Management has become an important topic of discussion in South African organisations as it becomes more difficult to attract and retain highly qualified, skilled and talented employees. Retention of talent does not only mean of ensuring that a well qualified workforce is retained but it is also linked to how these talents can be nurtured and motivated to consistently strive for success and growth. The more employees' talents are managed and developed the more they are likely to focus their energies on improving their performance and focus their individual energy to the success of the organisation. The main aim of this research was to investigate the relationship between Talent Management, Productive Organisational Energy and Intention to Quit of employees in a Government institution in North-West.

Method:

A quantitative research approach was followed with data collected from employees of the North West Provincial Department (N=127). The Human Capital Index (HCI), Productive Organisational Energy Measure (PEM) and Intention to Quit Scale were administered. Principal Component Analysis, Reliability Analyses, Descriptive Analyses and Regression Analyses were applied.

Results:

Significant relationships exist between the following variables:

- A positive relationship exists between Talent Management Practices and Productive Organisational Energy dimensions.
- A significant relationship exists between Talent Management Practices and Intention to Quit.
- A negative relationship exists between Talent Management Practices and Employees' Intention to Quit.
- A significant relationship exists between Productive Organisational Energy and Intention to Quit.
- A negative relationship exists between Productive Organisational Energy and Intention to Quit

Mediator between variables:

- From the Multiple Regression analysis conducted on the relationship between Talent Management, Productive Organisational Energy and the intention to quit it was determined that Talent Management Practices were not a statistically significant mediator for the relationship between Productive Organisational Energy and the intention to quit.

Practice Relevance:

To date there are limited empirical research studies on Talent Management in the South African context. In addition no research has been done between on the relationship between Talent Management, Productive Organisational Energy and Intention to Quit in the South African context. The study will go a long way in an attempt to identify if there is a significant relationship between the concepts, and makes a contribution to the body of knowledge surrounding the relationship between the three concepts in the South African context. Furthermore, the study of measures of organisational energy which can be applied in the South African context will assist those interested in the relationship between talent management, productive organisational energy and intention to quit in the workplace. This research will thus point out the extent to which the application of Talent Management Practices in the organisational influence the productive organisational energy of employees and hence their intention to leave the organisation.

Keywords: Talent Management, Productive Organisational Energy, Intention to Quit

Chapter 1:INTRODUCTION TO THE STUDY

1.1 INTRODUCTION

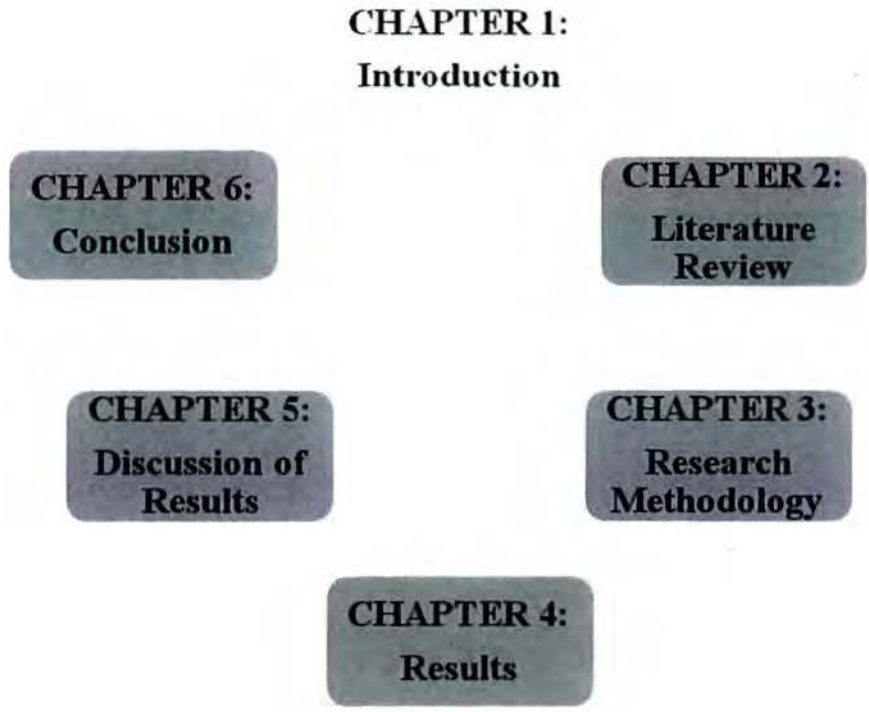

Figure 1-1: Chapter 1 in Context

This chapter serves as the foundation/baseline for the whole research project focused on the relationship between Talent Management, Productive Organisational Energy and Intention to Quit. The chapter is exploratory in nature and focused on determining whether there is an existing relationship between Talent Management, Productive Organisational Energy and Intention to Quit.

A problem statement is provided which gives a brief discussion of the relationship between the three concepts to be studied. This is followed by the research questions which led to the development of the research objectives. The expected contribution of the study is also given

which highlights the benefits which the study could have on various groups and individuals. The chapter further offers an overview of the study, limitations and the layout of the whole research project.

1.2 BACKGROUND OF THE STUDY

Soon after South Africa embarked on its journey into the second decade of democracy, few can argue that significant strides have been made on the political, economic, social and legislative fronts. Much of the legislation and policy directions are amongst the most progressive in the world and promote growth and development (Meyer, 2005). However despite these the World Competitiveness Report keeps on ranking South Africa poorly in terms of Human Resource Management and Development (World Competitiveness Report, 2011). The latest statistics show that South Africa was only fair **88th** out of **134** countries for labour market efficiency and **93rd** out of **134** countries for innovative potential, due to low enrolment in higher education and training. These labour efficiencies inevitably result in a scarcity of available talented individuals who can truly drive business performance (Stanz, Barkhuizen & Welby-Cooke, 2012). This poses serious challenges to South Africa as a country to compete globally and remain sustainable in the long run.

Talent Management has become an important topic of discussion in South African organisations as it becomes more difficult to attract and retain highly qualified, skilled and talented employees. Talent Management can be defined as a conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organisational needs. According to Warren (2006; 24) Talent Management involves individual and organisational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people oriented organisation culture.

Talent Management brings together a number of important human resources (HR) and management initiatives. Organisations that formally decide to manage their human resource talent undertake a strategic analysis of their current HR processes and link them to

developing human resources talents and identifying good, high performing individuals for development. This is to ensure that a co- ordinate, performance oriented approach is adopted, for reliable and procedurally fair systematic way of identifying employees who perform beyond the expectations of the organisation (Welby-Cooke, 2010). Human Resource Managers in particular are challenged with how best they can best utilise the human resource they have at their disposal to remain competitive in their respective organisations (Grobler & Hendricks, 2009). To do this, they need to have good strategies to recruit, retain and manage talent within their organisations. Retention of talent does not only mean of ensuring that a well qualified workforce is retained but it is also linked to how these talents can be nurtured and motivated to consistently strive for success and growth.

Grobler and Hendricks conducted a study on Talent Management in South Africa which found that for talent management initiatives to be effective, organisations need formal processes, with many stakeholders' involved and strong links between leadership and talent to translate into specific organisational value-based behaviour (Grobler & Hendricks, 2009). Leadership in essence, is thus a task of unleashing organisational energy and channelling it in support of key strategic organisational gaols (Bruch, Vogel & Raes cited in Barkhuizen & Stanz, 2010). The more employees' talents are managed and developed the more they are likely to focus their energies on improving their performance and focus their individual energy to the success of the organisation. In the case where employees focus their energy toward the success of the organisation, it is most likely the production costs will decrease.

This research focuses on Productive Organisational Energy and Employees' Turnover Intentions as outcomes of Talent Management in the workplace. The concept of energy is defined as a type of positive affective arousal, which people can experience as emotion-short responses to specific events or mood longer-lasting affective states that need not be a response to a specific event (Quinn & Dutton, 2005). Studies by Baker, Cross, & Wooden (2003) & Cross et al. (2003) focus conceptually on multi-dynamic or network-based energizing relationships. This group of authors explored how energy (including that in organisations) might develop through these relationships at different levels. This then led to the assessment of how relationships with all of one's colleagues within a social network

affect the energy of an individual, a group or the entire organisation (Baker, Cross, &Wooden; cited in Bruch & Vogel, 2005).

It is therefore possible for the organisation to create high or low energy levels due to the multiple dyadic relationships and social networks. Energy is not merely the case of affect or the case of employees liking each other (Baker, 2003). According to a study by Cross et al. (2003) it is most likely that high performers may be more attached and committed to energizers. People put more effort into their interactions with energizers. The authors found evidence that energizers and people around them perform at a higher level. Energy networks constitute an exceptional step in the work on collective energy (Cross et al.; cited in Cameron & Spreitzer, 2011).

Productive Organisational Energy captures the joint experience of positive affect, cognitive activation and agentic behaviour in the shared pursuit of organisational salient objectives (Bruch & Vogel, 2011; Cole, Bruch & Vogel, 2005). Employees' who come together using a strengths-based approach to advance their organisational developmental needs, are likely to experience positive emotions that can contribute to a more positive organisational emotional climate (Linely et al., 2010). Consequently, behavioural energy is an important resource which should be managed by encouraging individuals to invest their efforts in behaviours that help an organisation attain a competitive advantage (Collins; cited in Cuff, 2011). The positive emotions that surface during goal directed behaviour are not static.

High performance organisations are more likely to achieve and maintain competitive advantage in the changing macro and micro environment with an increased ability to be flexible and responsive (Lamberti, 2010; 15). The primary focus of management in a business with clearly defined markets, products and strategy is the efficiency of the people within the organisation as a whole to create and drive a competitive high performance organisation, thereby requiring them to have and maintain a high organisational energy that helps sustain good performance. This achievement is able to be achieved through proper implementation of an organisational talented workforce.

Empirical studies have linked job satisfaction and performance to an individual's intent to quit the organisation (Bishop, Scott, & Burroughs, 2000). With the high cost of turnover, many organisations are interested in reducing the number of employees who leave the organisation voluntarily, (Firth, Mellor, Moore & Loquet, 2004).

Many researchers have attempted to answer the question of what determines an employee's intention to quit, recognizing the importance for HR practitioners (Beck and Kalliath 2001). There are various reasons that may lead to employees' intent to quit the organisation. Lack of proper talent management of talented employees may lead them to quit the organisation. Poor management of employees' talent may lead to low organisational productive energy as a result of employees showing signs of dissatisfaction. Continuing dissatisfaction may then lead to employees resorting to extreme measures which may be quitting their jobs in the organisation.

Intention to quit an organisation occurs when demands are placed on an individual (in this case employees) or when antecedent conditions (pay, job satisfaction, etc.) are perceived as being positively related to wanting to leave the organisation, (Firth, 2004). Role conflict occurs when there is an incompatibility between the expectations of a role and the requirements of the role. Employees who might feel the employer does not care nor is showing little consideration towards managing their careers thus managing their talents as a collective tend to show signs of intent to quit.

As stated above, the study focussed on the North West Provincial Department. The organisation has experienced a high level of employee turnover as a result of employees resigning from their occupations citing desire for growth and stability as major reasons for their resignation. The Department's Internal Audit section has been trying to fill vacant posts time and time again which are created by high mobility and exit of employees seeking greener pastures elsewhere. It competes with other provincial departments looking for Internal Auditors and due to the so called shortage of Internal Auditors in the country the pool of such employees is narrow as it must accommodate all nine provinces hence the North

West Provincial Department prone to such problems as it lacks the ability to manage its human resources talent.

The department, by virtue of being a government organisation, does not have a retention strategy in place and thus it is susceptible to high employee turnover. The loss of employees within the department cannot be attributed to lack of skills development as the department does have mechanisms in place to develop its workforce. The only missing factor is a sound retention strategy that looks at the both the interests of employees and the organisation.

1.3 PROBLEM STATEMENT

The major problem the North West Province is experiencing is attracting and retaining a talented pool of employees. The problem is shared by the whole country at large. The North West Provincial Department is not immune to the preceding problems as stated in the background. The major problem for the North West Provincial Department is being able to attract and retain a talented pool of employees. The problem escalates further due to the fact that North West Province is rural and thus conditions of the province make it difficult for most employees from big cities to adjust to the conditions of the province.

This then leaves the department having to deal with the problem of attracting and retaining talent. Furthermore it faces high employee turnover rate, low level of employee energy when completing organisational tasks which leads to poor service delivery. Poor service delivery can be attributed to low levels of organisational energy and high levels of employees' intention to quit the organisation due to the Department's inability to identify talent and channel employees' energy into organisational energy. This has left most employees with great intentions to leave the organisation for other departments; some even go to the extent of taking on the same position in another department just to leave the organisation. The main purpose of this research is to study the relationship between Talent Management, Productive Organisational Energy and Intention to Quit to help the North West Provincial Department address the problems it is currently faced with.

1.4 RESEARCH QUESTIONS

The main research question of this study is: what is the relationship between Talent Management, Productive Organisational Energy and employees' Intention to Quit in the North West Provincial Department?

The following are specific sub-research questions for this study:

- How do employees perceive the current application of Talent Management Practices in the organisation?
- What is the level of importance of Talent Management Practices as perceived by the employees?
- To what extent is there a gap between the current level of Talent Management practices and the importance thereof as perceived by the employees?
- What is the current level of Productive Organisational Energy of employees?
- To what extent do employees want to quit their current organisation?
- What is the relationship between the current level of Talent Management Practices and employees' Productive Organisational Energy in the organisation?
- What is the relationship between Talent Management Practices and employees' intention to quit the organisation?
- What is the relationship between Productive Organisational Energy and employees' Intention to quit the organisation?
- Does productive organisational energy mediate the relationship between Talent Management Practices and employees' Intention to Quit?

1.5 RESEARCH OBJECTIVES

1.5.1 General Research Objectives

The main aim of this study is to determine the relationship between talent management, productive organisation energy and employees' intention to quit the organisation.

1.5.2 Specific Research Objectives

- To determine how employees perceive the current level of Talent Management Practices in the Organisation;
- To determine the level of importance of Talent Management Practices as perceived by the employees;
- To determine the extent of the gap between the current level of Talent Management practices and the importance thereof as perceived by the employees;
- To determine the current level of Productive Organisational Energy of employees;
- To determine the extent to which employees want to quit their current positions in the North West provincial Department;
- To determine the interactive relationship between the current level of Talent Management Practices and employee's Productive Organisational Energy in the organisation;
- To determine the interactive the relationship between Talent Management Practices and Employee's intention to quit the organisation;
- To determine interactively the relationship between Productive Organisational Energy and Employee's Intention to quit the organisation;
- To determine whether productive organisational energy mediates the relationship between Talent Management Practices and employee's Intention to Quit.

1.6 EXPECTED CONTRIBUTIONS OF THE STUDY

This study will contribute both to the organisation and academic fraternity in three ways; theoretical contribution, methodological contribution and practical contribution. From the theoretical point of view, it is important to note that the study will contribute to a limited knowledge that exists on the concepts of this study, the relationship between talent management, productive organisational energy and intention to quit the organisation. From a methodological point of view, the questionnaires have been used to a limited extent in the South African context. This research will contribute to further validation and utilisation of the measurements in the South African context.

Practically speaking, this study will enable the Department to address its challenge of losing its existing workforce, and to better manage its talented workforce, attract and retain new talent and develop talent within its departments. Talent management enables the Department to retain talented employees, improve employee commitment to the organisation and enable the recruitment and retention of well qualified and talented employees during the recruitment and selection process. This therefore means that if the North West Provincial Department wants to succeed it should focus on improving its organisational productive energy. Positive organisational energy would enable the Department to meet its mandate and foster good public service across the board. It would also enable the Department to understand the types of energies employees will have and under which conditions they will display such energies.

This research study will provide management with knowledge of the relationship between talent management, productive organisational energy and intention to quit. Understanding of these three concepts will put the Department's management in a better position in addressing current talent management problems they have the low levels of organisational energy and reduce employees' levels of intention to quit.

1.7 RESEARCH DESIGN

1.7.1 Research approach

The study is quantitative in nature. There are mainly two reasons for choosing a quantitative research for this study. One reason is that a quantitative descriptive research will enable the researcher to define the relationship and significance of the dependent variables or constructs in the study (Lambert, 2010). The other is to define the relationship and significance of the independent variables of the study (Lambert, 2010).

1.7.2 Research method

1.7.2.1 Literature review

A literature review is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological

contributions to a particular topic (Hart, 2001). Literature reviews are secondary sources, and as such does not report any new or original experimental work (Hart, 2001). A literature review is a description of the literature relevant to a particular field or topic. It gives an overview of what has been said, who the key writers are, what are the prevailing theories and hypotheses, what questions are being asked, and what methods and methodologies are appropriate and useful. As such, it is not in itself primary research, but rather it reports on other findings (Anson & Schwegler, 2000).

A literature review discusses published information in a particular subject area, and sometimes information in a particular subject area within a certain time period (Troyka, 2002). The primary sources of information for the study will be journal articles, published books, recent and previous research articles and documents related to the study, internet and information from the Departments' materials (yearly reports and targeted objectives).

1.7.2.2 Research participants

This research study was conducted amongst the employees of the North West Provincial Department. Participants of the study were thus being referred to as the population. Population refers to any group that is the subject of study in the research of interest, (Goddard et al., 2001). For the sake of the research the term population was directed to the groups that the research was focused on, which were employees in the North West Provincial Department. Population refers to the entire group of people that the researcher wishes to investigate (Sekaran, 2000).

In this study the population of the Department was 578 and ranged from the MEC, Head of Department (HOD), Directors, Deputy Directors, Supervisors, and subordinates. The sample of the study was then drawn from the population of the Department. The population of all employees at the North West Provincial Department was 578, of which 127 participated in the study.

Sampling refers to a practical way of collecting data. In this study the simple random sampling technique will be employed. This means that each employee of the North West Provincial Department will have equal opportunity to be selected as a respondent to the study. The subset of the whole population which is actually investigated by a researcher and whose characteristics will be generalised to the entire population is called the sample.

Bless and Higson-Smith (2000:87) suggests that simple random sampling is a sampling procedure which provides equal opportunity of selection for each element in the population. In most research studies in the human sciences, the populations being studied are too large hence one must make use of samples (Behr, 1988: 11). Behr further explains that to be able to make generalizations about populations from the samples, we make use of statistics.

Sampling techniques provide a range of methods that enables the researcher to reduce the amount of data one needs to collect by considering only data from a sub-group rather than all possible cases or elements (Saunders, 2003). Since this is a quantitative research seeking to determine relationship between Talent Management, productive organisational energy and intention to quit in the North West Provincial Department, the sample method to be used is simple random sampling.

1.7.2.3 Measuring instrument

An adapted version of the Human Capital Index (Human Capital Institute of South Africa), The Productive Organisational Energy Measure (Cole et al. in press) and Intention to Quit Scale was used in this study.

The Human Capital Index (adapted version) of the Human Capital Institute (2008) was used to measure the perceived talent management practices and the importance of the talent management practices of the organisation. The Index consisted of 41 items and measure nine Talent Management Practices namely Management Commitment, Talent Review Process, Workforce Planning, Staffing, Talent Acquisition, Talent Commitment, Talent Development,

Performance Management and Talent Retention. A dual scale was used in this study. Respondents were first required to rate the current TMP in the organisation on a five-point scale ranging from "Poor (1)" to "Excellent (5)." Second, the respondents were required to rate the importance of the Talent Management Practices from Not (1) to Critical (5). Previous studies found acceptable internal consistencies for the shortened version of the TMP Index, ranging from 0.73 to 0.87 (Barkhuizen & Stanz, 2010).

The Productive Organisational Energy Measure (PEM) was used to measure productive organisational energy. The PEM consisted of 14 items and measured three dimensions: Cognitive Energy, Affective Energy and Behavioural Dimension. Responses were measured on a five-point Likert-type scale, ranging from Strongly Disagree (1) to Strongly Agree (5). Acceptable internal consistencies were found for the PEM in previous studies (Cole et al., in press; Cuff & Barkhuizen, 2012).

Three items were used to determine the employee's intent to quit the organisation. Respondents were asked to rate the items on a seven point Lickert scale ranging from strongly disagree (0) to strongly agree (6). Acceptable internal consistency of 0.91 was found for this instrument in the South African context (Kahumuza & Chlechter, 2008).

Biographical information that was gathered included gender, age, ethnicity, home language, job level, years in organisation, years in profession and tenure.

1.7.2.4 Research procedure

Permission was requested from the Head of Department (HOD) of the organisation (North West Provincial Department). The researcher was requested to write an individual letter of request apart from formal letter from the University which was then taken to the HOD to sign for approval for the use of the organisation to be part of the study. A questionnaire was distributed to research participants as a form of data collection instrument.

The questionnaires were hand-delivered. The researcher hand delivered each questionnaire to different respondents by randomly knocking on their doors and requested for the respondents' time and patience to fill the questionnaire. A total of questionnaires were hand-distributed by the researcher himself.

Bourque and Fielder (2003:23) advise that the single biggest administrative disadvantage of using self-administered questionnaires is the fact that once the questionnaire leaves the surveyor's office, he or she has no control over who, in fact, fills it out and whether that person consults with others when completing it hence the researcher opted for hand distribution of the questionnaires and administration.

1.7.2.5 Statistical analysis

Data analysis was carried out using the SPSS Program (SPSS, 2012). The reliability and validity of the measuring instruments were determined by means of Cronbach's alpha coefficients. Linear and Multiple regression analysis were performed to test for the mediation/ moderation relationships between the variables in this research.

1.8 DEFINITION OF CONCEPTS

Talent management is a broad concept that involves the implementation of integrated human resource strategies to attract, develop, retain and productively utilize employees "with the required skills and abilities to meet current and future business needs" (Kontoghiorges & Frangou, 2009:29). According to O'Callaghan (2008) talent management refers to an active, ongoing, and forward-thinking process of recognising, evaluating and developing talent inside or from outside the organisation, in order to fill critical roles in the future.

Productive Organisational Energy broadly refers to the force of a collective unit (an organisation, department, or team) in pursuit of its goals (Bruch & Goshal, 2003, 2004; Bruch & Vogel, 2011). Productive Organisational Energy refers to the force, which an organisation

uses to purposefully put things in motion, and is decisive for a company's capabilities, particularly for growth, change and innovation (Bruch & Energy-Factory, 2012).

Intention to Quit refers to employees deciding/intending to leave the organisation as they have been offered better work opportunities elsewhere, or they leave as they can no longer cope with their work, or for many other reasons (de Lange, De Witte & Notelaers; cited in Smith, 2012).

1.9 CHAPTER DIVISION

Chapters in this dissertation will be presented as follows:

Chapter 1: Introduction

This chapter served the purpose of introducing the relationship between Talent Management, Productive Organisational Energy and Intention to Quit. This chapter also provided the motivation for the research study by highlighting the research problem statement and research objectives. An indication of the importance and benefits of the research study was given, before the chapter concluded with a list of definitions and abbreviations frequently used in the study.

Chapter 2: Literature Review

The purpose of this chapter is to outline literature overview of all the concepts, and theoretical aspects of the individual concepts of the study. Under each concept, the different characteristics that make up the concepts in this study will be discussed. This chapter ended with a summary of what the chapter was all about. The following concepts were discussed with regards to this study:

- Talent Management Practices
- Productive Organisational Energy dimensions and
- Employees' Intention to Quit.

Chapter 3: Research Methodology

This chapter comprises a detailed discussion of the research design and methods which were selected as the framework through which the research questions of the study were answered. This chapter started with an overview of the research paradigm of the study, before a description of the strategy of inquiry and broad research design will be given.

A discussion of the sampling strategies and techniques employed in the study will be given and the data collection methodology will be presented. Reliability and validity of the research are considered and thereafter ethical considerations related to the study were contemplated.

Chapter 4: Data Analyses

The focus of this chapter is on the discussion of the results and findings of the entire study pertaining to statistical analysis presented. The chapter is divided into three sections namely; Biographical information, Statistical analyses and Hypothesis testing.

The chapter begins with a discussion on the biographical information that was collected during the data collection phase of the study. The next phase of the chapter involves discussing the statistical analysis of the different concepts involved in the study. The final section of the chapter (better known as phase 3) discusses the different relationships of the study through the hypotheses developed and stated in chapter one.

Chapter 5: Discussion of Results

This chapter provides a review of the study summarises and discusses the key empirical results obtained in Chapter 4. The main findings, based on the research results of the statistical analysis, reveal the existence of the relationships of the concepts, the type of relationships, either positive or negative, and mediations.

Chapter 6: Conclusion

The focus of this chapter will be to draw final conclusions with regards to this study and make recommendations. This will be done by discussing the significance and limitations of the study and making suggestions on future research areas.

1.10 CONCLUSION

This chapter served the purpose of introducing the purpose of the study with a brief discussion of the background of the study. The problem statement, research objectives, research design and methodology as well as the importance of the study were also briefly discussed. The chapter included a brief description of the chapters of the entire study.

The following chapter (chapter 2) will outline the literature review of concepts aligned to the study.

Chapter 2:LITERATURE REVIEW

2.1 INTRODUCTION

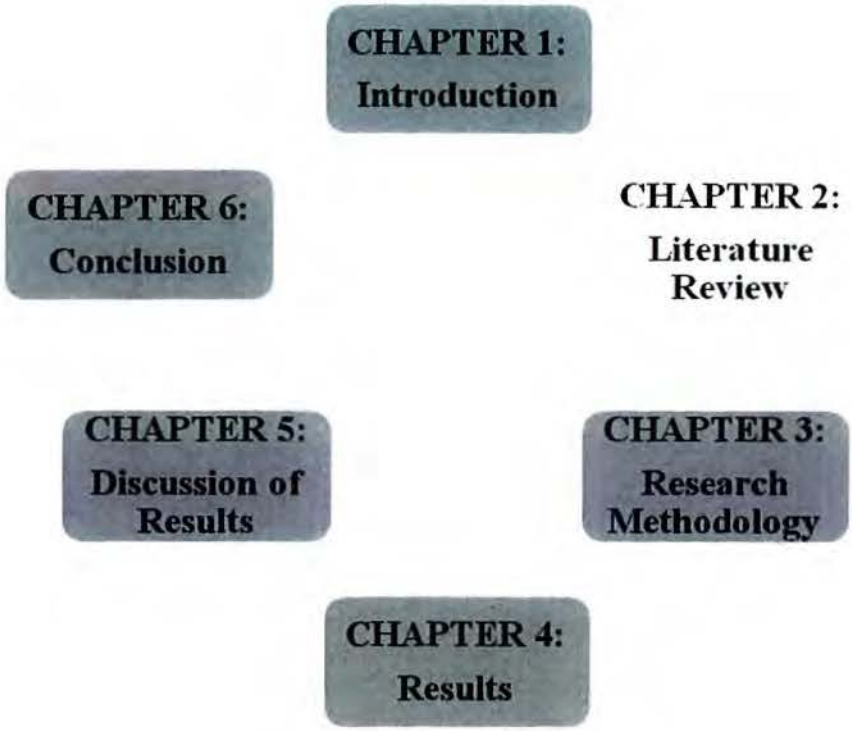

Figure 2-1: Chapter 2 in Context

Literature review demonstrates the skills in library searching, to show command of the subject area and understanding of the problem, to satisfy the research design and methodology (Hart, 1998). Furthermore the aim of a literature review is to reveal the abilities to select available documents (published and unpublished) on the topic which contain data, ideas and evidence written from another person's point of view to express particular views on the nature of the topic, and how it is to be investigated, the effective evaluation of these documents in relation to the research proposed.

Literature review is said to be simplified by breaking down the research problem into themes and sub-themes which will enable the researcher to conduct the research study in much more detail and

with precision (Hart, 1998). Literature will help reveal what is known and what remains to be researched in that particular topic of research. The concept of the framework of the study is to relate the variables identified in the problem and other variables.

2.2 THE WORKING ENVIRONMENT

The ability of any organisation to identify and retain talent depends on its ability to recruit and select good quality employees who will further the interests of the organisation and achieve beyond the expectations of the organisation. The talent mind-set of an organisation is a critical success factor which can enhance its capabilities in driving its strategic objectives and goals. To enable this, the organisation talent needs to be linked and defined based on its strategic objectives. Talent management practices need also to be linked to the goals and objectives of the organisation for them to be successful.

It is important for any organisation in these current days and time to manage its organisational talent for future success. For the North West Provincial Department to meet its objectives it needs well-skilled committed employees dedicated to good quality public service and if needs to manage and nurture its employees' talents. Recruiting staff to and retaining them in public institutions has long been a problem of escalating proportions (Welby-Cooke, 2010). This is particularly true in respect of those individuals who have high levels of scarce skills, competence and knowledge and the ability to perform at superior levels of excellence in respect of such skills, competencies and knowledge.

This makes such individuals upwardly mobile in the labour market (both national and international), the more so if the institution as in the case of the North West Provincial Department, competes for such skills, competencies and knowledge in the economic heartland of South Africa (Welby-Cooke, 2010). If these individuals also belong to the Black designated groups their mobility increases. This therefore demands of institutions to develop ever more competitive conditions of service (working environment and career growth) and remuneration packages to recruit such individuals and to retain their services.

When talent is being properly managed, it should yield results such as low employee turn-over and increased employee performance. Increased employee performance might arise as a result of increased employee and organisational energy. Productive Organisational Energy (POE) directly affects the performance of organisations (both public and private). When organisations make use of their full potential to pursue their organisational objectives with high levels of passion, mental agility and effort, they are significantly more innovative, generate more customer passion and grow quicker. Also, when employee potential is left to languish because of poor use of organisational energy, revenues are lost and over time an organisation's viability is threatened (Madhavan, 2011).

For the sake of the research the researcher will be looking at the two dimensions of Productive Organisational Energy and the types of energies that are exerted under different conditions. It will further look at talent management dimensions with the aim to draw whether out there is an existing relationship between talent management, organisational productive energy and intention to quit.

2.3 HISTORICAL BACKGROUND OF TALENT MANAGEMENT

Talent management is a term that emerged in the 1990s to incorporate an increasing focus in human resources management on planned and strategic management of employees, often with a focus on senior leaders. The field of Talent Management dramatically increased in popularity after McKinsey's research and subsequent book on The War for Talent (Meyer, 2005). Talent Management practices have developed and adapted throughout the years in response to many changes in the workplace and workforce demands and mobility (Frank, Taylor & Talent Keepers; cited in Welby-Cooke, 2010). The history of how practices evolved could be traced from as early as 1776 with Smith's principles of division of labour which were incorporated in the pin manufacturing industry (Robbins & Roodt, 2009).

The concept of talent emanated from Personnel Management, which then lead to Human Resource Management, and then to Human Capital and ultimately to the growing buzz-word field of Talent Management. The current world economic state has forced organisations to make talent management a very important aspect and a business priority (Welby-Cooke, 2010). The whole process of recruiting talented individuals and retaining them has long been a problem of escalating

proportions for most organisations. The challenge facing most organisations' is that they organisations put tremendous effort into attracting employees to their organisations, but spend little time in retaining and developing talent.

A talent management system must be worked into the business strategy and implemented at all levels of employment within the organisation and it cannot be left solely to the HR, but rather should be regarded as every employees' responsibility to manage the organisation's talent to attract and retain employees, and it must be practiced at all levels of employment within the organisation. This is particularly true in respect of those individuals' who have high levels of scarce skills, competence and knowledge and the ability to perform at beyond the expectations of the organisations in respect of such skills, competencies and knowledge. This makes such individuals upwardly mobile in the labour market (both national and international), the more so if the organisations are competing for such skills, competencies and knowledge in the economic heartland of South Africa.

2.4 TALENT MANAGEMENT THEORIES

Talent Management is critical to the success of any organisation. To understand the value and importance of talent within the organisation and the country one needs to understand the theoretical background of talent management. For in depth understand and knowledge of the concept, Adam's Equity Theory and Affect Theory will be discussed with the aim to understand talent management.

2.4.1 Adam's Equity Theory

The theory suggests that employees need not receive equal rewards in terms of salaries but instead they want the salaries they receive from the employer to be equal to their inputs and efforts towards completing their designated tasks in the workplace. The theory further suggests that when an individual is in an exchange relationship with another, a natural tendency would be to evaluate his ratio of outcomes to inputs (Adams cited in Welby-Cooke, 2010) and to compare this with ratios of others. In this case employee inputs would refer to their academic qualifications, level of responsibility at work, work position, their performance levels, efforts in achieving set

organisational goals, whilst outcomes would include for example: salary, promotion, recognition, feedback and other economic and non-economic benefits.

Employees might compare themselves to friends, neighbours, co-workers, colleagues in other organisations or past jobs they themselves had. Whichever referent an employee chooses is influenced by the information the employee holds about the referent as well as the attractiveness of the referent. A workplace and behavioural psychologist asserts that employees seek to maintain equity between inputs they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams, 1965). The belief is that people value fair treatment which causes them to be motivated to keep the fairness maintained within the relationships of their co-workers and the organisation. The structure of equity in the workplace is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organisation.

Ratio Comparison*	Perceptions
O/Ia< O/Ib	Inequality due to being under-rewarded
O/Ia = O/Ib	Equity
O/Ia> O/Ib	Inequality due to being over-rewarded

Where: O/Ia represents the employee; and O/Ib represents relevant others

Figure 2-2: Outcomes/ Input ratio comparison – Equity Theory (Adapted from Roodt et al., (2007: 139)

This continued comparison has led to a four on four moderating variables; gender, length of tenure, level of employment and level of education/qualification (professionalism). This was based on previous research having showed that both males and females prefer same gender comparisons (Robbins et al., 2007:139). According to Adams (cited in Spector, 2008), anger is induced by underpayment inequity and guilt is induced with overpayment equity. Payment whether hourly wage or salary, is the main concern and therefore the cause of equity or inequity in most cases.

In any position, an employee wants to feel that their contributions and work performance are being awarded with their pay (Robbins et al., 2007). If an employee feels underpaid then it will result in the employee feeling hostile towards the organisation, and perhaps their co-workers, which may result in the employee not performing well at work anymore. It is the subtle variables that also play an important role in the feeling of equity. Just the idea of recognition for the job performance and the mere act of thanking the employee will cause a feeling of satisfaction and therefore help the employee feel worthwhile and have better outcomes.

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In the case where inputs are the same, the algebraic expression simplifies to a simple comparison of outcomes. In doing so, remuneration is one of the most common comparative measures that employees use to determine their status within an organisation (Adams, 1965). Pay is a real number that is easy to measure, is more explicitly visible and thus can easily be used for comparison purposes.

2.4.2 Affect Theory

Edwin Locke's Range of Affect Theory (1976) is arguably the most famous of theories regarding employees' perceptions. The main premise of this theory is that productivity is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how an individual employee will perform in given tasks when expectations aren't met.

When a person values a particular facet of a job, his performance is greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of poor performance the more a worker values that facet.

2.5 TALENT MANAGEMENT PRACTICES

Talent management is the proven practice of using interconnected human resources processes to provide a simple fundamental benefit for any organisation (Ernest & Young, 2010). The changing demographics of the labour market, enduring skills shortages and employee demands for work-life balance have created the need for organisations to manage their organisational talent. Successful organisations look to improve strategies, policies and practices for the attraction, development, deployment and retention of talent vital for their business needs. To manage talent effectively organisations therefore have to aim to understand the capabilities needed in their organisation and determine the actual or potential talents required of employees.

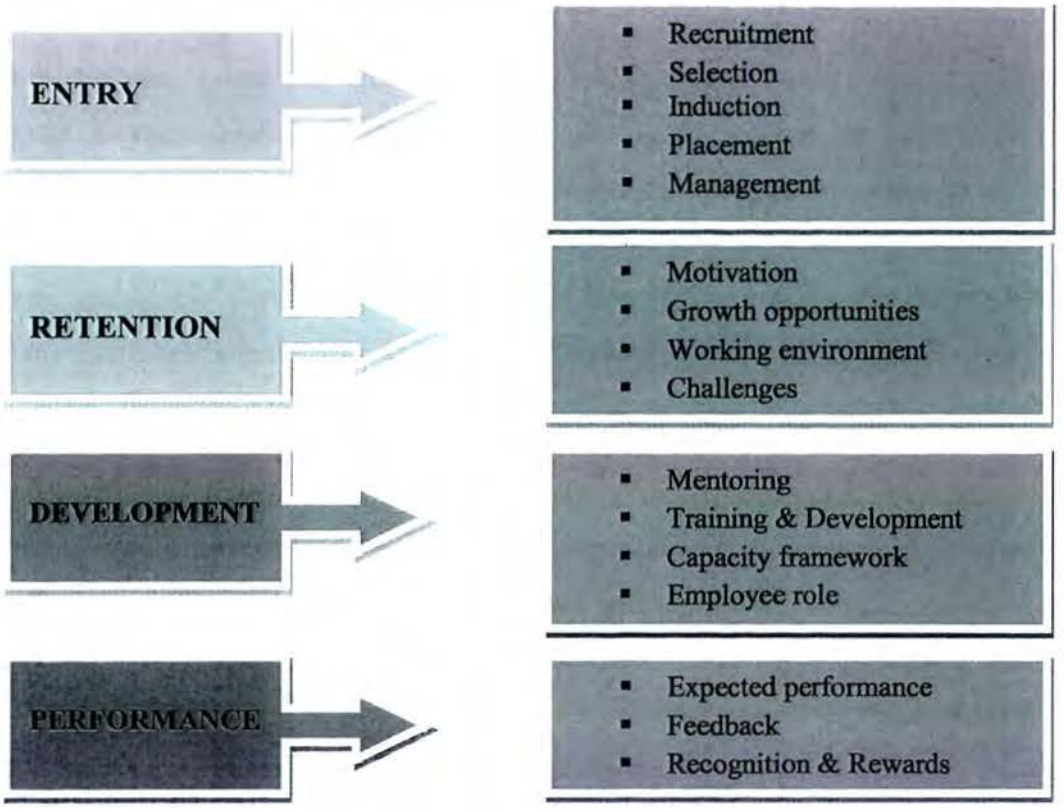

Figure 2-3: Talent Management Context

2.5.1 Management Commitment

It is very important that management of the organisation commits itself to the processes of talent management and support the whole process because without management support the process will not bare fruits. Workforce management is getting managers to accept responsibility for developing and maintaining excellence in people management. A talent management strategy teaches individual managers that their goals of increasing productivity, output, cutting costs, etc. are not independent from recruiting, retention, and development efforts (Schreuder & Theron, 2004).

The talent management process provides managers with a convincing business case that demonstrates how their individual success is tied to the continuous process of recruiting, retaining, moving and developing talent. Once managers begin to realise that they cannot reach their output goals without effective talent management/people processes, they can then commit more of their own time and resources into the recruiting, development, and retention of their talent.

2.5.2 Talent Review Process

To develop a clear talent management strategy and to increase awareness of available talent and successors, all organisations should conduct regular Talent Review meetings to be prepared for a variety of business changes, such as mergers, company growth, or a decrease in talent needs. In the same way that all companies have regular meetings and reports regarding their financial status and budgetary needs, the Talent Review meeting is designed to review the current talent status and future successor needs in the organisation (Du Plessis, 2010).

The Talent Review meeting is an important part of the overall talent management process; it is designed to review the performance and career potential of employees, to discuss possible vacancy risks of current employees, to identify successors and top talent in the organisation, and to create development action plans to prepare employees for future roles in the organisation. This is what talent management practices are all about, gathering information about talent, analyzing their career interests and organisational business needs, identifying top talent and successes, and developing these individuals to reduce the risk of losing the best people and experiencing extensive leadership gaps when turnover occurs (Sims & Doris, 2009).

2.5.3 Workforce Planning and Acquisition

Workforce planning refers to efforts to anticipate future business and environmental demands on an organisation and to meet the HR requirements dictated by these conditions (Cascio & Herman, cited in Veldtman, 2010). According to Cascio and Herman (cited in Veldtman, 2010) the interrelated activities that make up the whole process of Workforce planning and acquisition system are:

- Talent inventory: this involves the assessment of the organisation's current resources (skills, abilities and potential) and analyse current use of employees.
- Workforce forecast predict future HR requirements (numbers, skills mix, internal versus external labour supply)
- Action plans: to enlarge the pool of qualified individuals by recruitment, selection, training, placement transfer, promotions, development and compensation.

- Control and evaluation: provides closed-loop feedback to the rest of the system and to monitor the degree of attainment of HR goals and objectives.

Workforce planning is a process that ensures that the organisation has the right employees in the right jobs at the right time to achieve maximum output at minimum cost. It assists management to understand their current state, forecast talent gaps and take precautionary steps to remedy the situation. Talent acquisition refers to the process of attracting and hiring talented employees. It is very important that the organisation understands the calibre of employees it needs (Strauss, 2011).

In this case, it is important to recruit, select and employ employees that are needed by the organisation and not just employ for the sake of employment (Strauss, 2011). For example, it is useless for the organisation to employ a graphic designer when it needs a human resource manager. Thus the organisation should employ with a purpose (Strauss, 2011). In the case where creative growth and technological advancement are critical to the organisation to maintain success and competitive advantage it is vital that the organisation acquires the services of the employee that will meet the needs of the organisation.

2.5.4 Talent Commitment and Staffing

The business strategy must include responsibilities for line managers to develop the skills of their immediate subordinates. Divisions within the organisation should be openly sharing information with other departments in order for employees to gain knowledge of the overall organisational objectives (Schweyer, 2004). Organisations that engage in talent management are strategic and deliberate in how they source, attract, select, train, develop, retain, promote, and move employees through the organisation. The whole process of talent commitment and staffing begins from the day the organisation identifies the need to develop and manage their talent within organisations.

The process should be supported by all employees within the organisation including management at all levels (Schweyer, 2004). Without the support, the talent management process will bear no results and thus result in failure. It is critical for talent management practices to be supported across all sections within the organisation. It is of utmost importance that management supports talent management practices as it has all the powers to make or break the process of managing

organisational talent. This is because, much as it is beneficial to the organisation, it costs time and money to manage and develop talent. This is because talent within the organisation needs to be identified, nurtured and developed for the organisation to reap the rewards of talent management.

2.5.5 Talent Development

According to Oracle (2012), it is estimated that by the year 2016, there will be five retirees for every new job entrant in order to get ahead of the upcoming shortage organisations can do so by strengthening and building the talent they already have. Target learning and development initiatives can be used to address areas such as individual development plans, leadership development, and compliance and certification. Most organisations have undertaken different strategies to classify critical talent within their organisations and every organisation's approach is generally different from the next. The core principles that most organisations have used are to identify and develop the employees that perform beyond the expectations of the organisation.

This entails a shift from 'filling of vacancy' led recruitment toward 'recruiting ahead of the curve' (Sparrow, 2007). The process involves a proactive strategy of identification of incumbents with the potential to fill key positions which may become available. Organisations such as Zurich systematically identify future business needs in terms of knowledge, skills and capabilities that will be required in the future but are not currently available in house and recruit on this basis. The study of global talent management conducted by Indeed, Stahl et al. (cited in Veldtman, 2010) confirmed that the high performing organisations they studied followed a talent pool strategy, recruiting the best people and then finding positions for them. The whole process of Human Resource Planning should entail forecasting of future skills to be needed by the organisation to meet strategic demands.

The problem with this method was that it didn't consider other factors that might cause poor performance amongst the remaining employees. This is because the organisation is not mainly made up of top performers and the shortcomings of those employees who do not meet their set performance standards should be reviewed and remedial strategies should be employed to improve on their performance standards (Meyer, 2005).

Talent development is a process of identifying talent and areas of development. It also includes the process of identifying poor performing employees. This will enable the organisation to determine whether low performing individuals are placed in the right jobs and if not then place them in areas that will allow them to be effective (Meyer, 2005). In the case where employees are rightfully placed and still perform below set standards then the organisation would be able to take remedial actions, thus developing such individuals' skills, knowledge and abilities using training and development.

2.5.6 Performance Management

Organisational success can no longer be measured alone by the amount of money a company has alone. The talent it possesses in the form of its employees' skills and competencies', leading to organisational capability, has become the key to success in today's highly competitive business environment (Lockwood & Lawler III; cited in Grobler & Diedericks, 2009: 3). The degree of organisational energy shows to what extent an organisation utilizes its emotional, mental and behavioural potential in order to pursue its goals. Organisational energy is expressed through intensity, vigour and pace of work, change and innovation processes. The difference between Human Resources (HR) and Talent Management in terms of performance management is that the traditional way of HR, is that rewards and compensation are aligned with Performance, whilst talent management on the other hand views that compensation and rewards enforce high performance; high performers or high-potential employees should be provided with meaningful salaries. Should employees exceed the expected performance by the employer then rewards should differentiate between high performance within the organisation (Human Capital Institute Africa & Hewitt's Human Capital Consulting; Michaels cited in Veldtman, 2010).

The shortage of talented people all over the world has increased organisational awareness of the need to develop innovative and creative retention strategies in order to attract and retain valuable and talented individuals (O'Callaghan, 2008). The demand for good talent is constantly increasing (the war for talent) and organisations find it more and more difficult to attract and retain talent (Ukpere & Naris, 2010). A review of the literature on attraction and retention highlights various factors that influence the attraction and retention of quality employees.

2.5.7 Talent Recruitment and Retention

The process of talent management does not only refer to the management of the existing employees' talent but also the organisation's ability to recruit, select and retain good, qualified and talented workforce in the organisation (Veldtman, 2010). This therefore means that the whole process of managing employees' talent begins with the process of recruiting people to the organisation. The recent economic downturn saw job cuts globally. Those who were most important to organisations, in their understanding, were retained, other were retrenched. It is argued that the identification of critical talent positions should be the first stage in any strategic talent management system.

An influential stream of talent management literature emphasises the identification of top performers and focuses on their retention and development (see Veldtman, 2010); an emerging literature base advocates a focus on the identification of key positions (Boudreau & Ramstad, 2005, 2007) or highly critical positions (Huselid et al., 2005) which have the potential to differentially impact on sustainable competitive advantage of the organisation (Veldtman, 2010).

Similarly huge shuffles happened in the top leadership positions. They were seen as crisis managers, unlike those who were deemed responsible for throwing organisations into troubled waters (Oracle Taleo, 2011; 2012). It is the jurisdiction of talent management to get such people on onboard, who are enterprising but to ensure that an organisation does not because of them. An organisation that manages employee talent is able to retain skills needed by the organisation which fosters good business relationships and identification of potential business opportunities that may be explored by the organisation.

2.6 ORGANISATIONAL ENERGY

In the past years, energy in and of organisations, energetic institutions and energising has created a lot of attention among academics and practitioners from different fields. This is because energy in organisations has been referred to as the fuel that makes great organisations run (Dutton, cited in Bruch, Vogel & Voelpel, 2006). Organisational energy can thus be seen as the force that the

organisation can purposefully work with, and manifests in the intensity, pace, and endurance of a collective's work, change and innovation processes (Bruch and Goshal; cited in Bruch, Vogel and Voelpel, 2006).

Organisational energy comprises the organisations' activated emotional, cognitive and behavioural potential (e.g. shared enthusiasms, cognitive alertness or collective effort in shared initiatives) (Bruch, in press, 27th April 2012). It considers the dynamics and interactions among people, their contagion processes and synergies, positive and negative. Energy in organisations is malleable; it can change quickly depending on the actions of managers and change in environment thus leading to it not being constant. The challenge in this regard is that not all organisations are able to generate and maintain productive organisational energy. Productive organisational energy (POE) thus captures the joint experience of positive affect, cognitive activation and the agentic behaviour in a shared pursuit of organisationally salient objectives (Cole et al. cited in Cameron & Spreitzer, 2011). This construct followed that of energy in motion, and productive energy captures the degree to which a collective (organisation, team or department) uses is potential to achieve organisational goals and further the interests of the employer (Cameron & Spreitzer, 2011). The construct is thus referred to as productive organisational energy because it uses both the utilisation of energy and links to attainment of collective goals. Productive Organisational Energy is a collective level construct and it is multidimensional in nature and it is an emerging concept and thus limited available information. Below is an Illustrative Timeline of the Development of Organisational Energy.

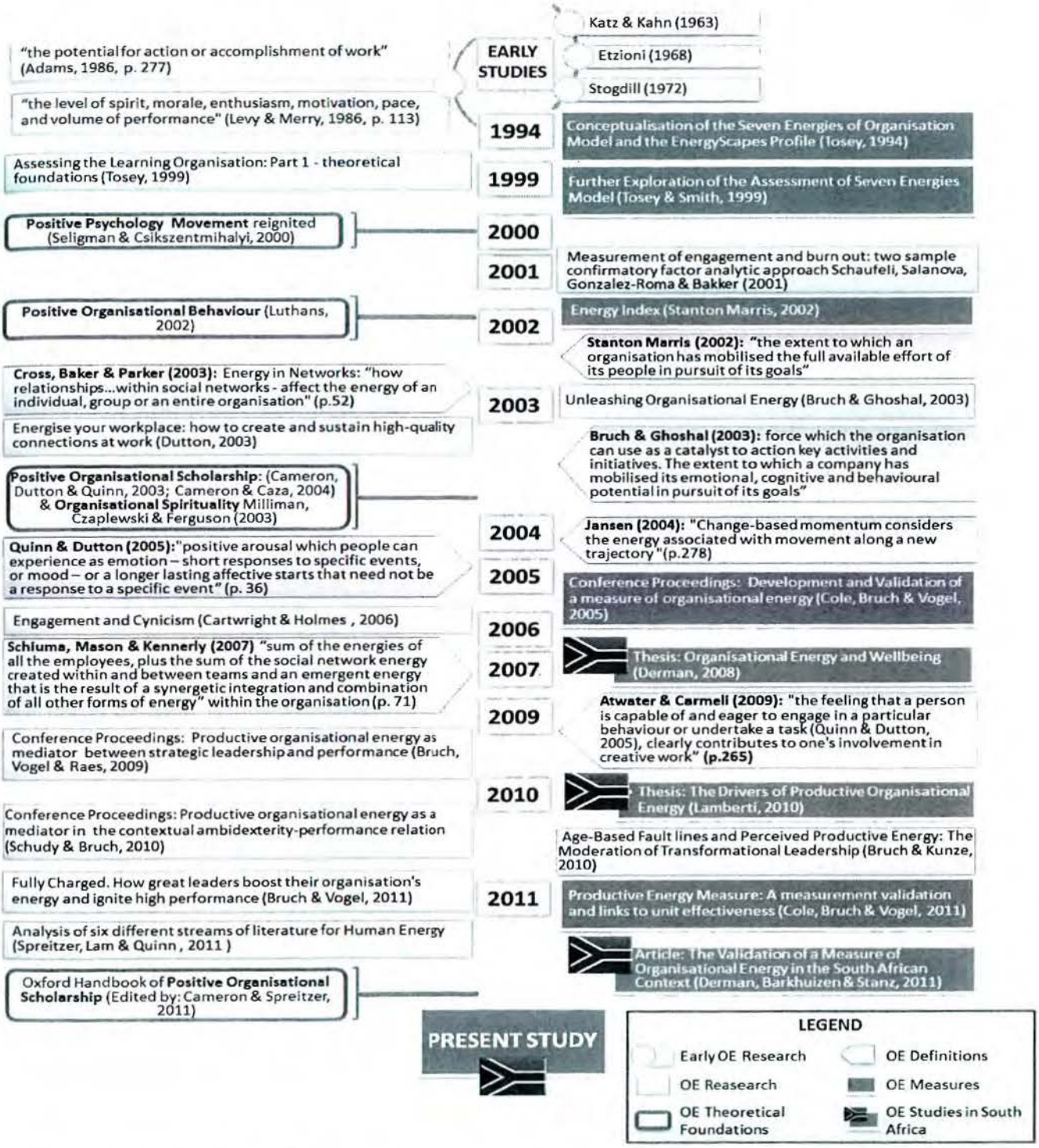

Figure 2-4: Timeline Illustrating the Progression of Organisational Energy Research (Cuff, 2012)

2.6.1 Background of Productive Organisational Energy

All organisations, departments, teams and groups go through phases; these phases mostly determine the organisation's ability to withstand the tide. In an organisation where individuals get excited about new challenges they face and collectively manage to perform beyond the organisation's expectations, this shows evidence of productive organisational energy.

Organisational energy is an emerging concept in both academic and practitioner literature. In country with a high unemployment rate it has become very important to study the concept of productive organisational energy for the main purpose of increasing production levels for the economy and job creation. As a relatively emerging field of enquiry, organisational energy refers to the force of a collective unit (an organisation, department or team) in pursuit of its goals (see Bruch & Ghoshal, 2003, 2004; Bruch & Vogel, 2011). The majority of the research on organisational energy has been published in the last ten (10) years (e.g, Bruch & Ghoshal, 2003, 2004; Cole, Bruch & Vogel, in press; Cross, Baker & Parker, 2003; Dutton, 2003; Jansen, 2004; Kunze & Bruch, 2010; Walker & Bruch, forthcoming; cited in Cameron & Spreitzer, 2011).

Due to the fact that organisational energy is an emerging concept the researcher has very limited literature available in South Africa to make an analysis in a South African context. This then leaves one with no other choice but to resort to international literature and limited South African academic studies for support. Organisational energy is an emerging topic in both academic and practitioner literature. It has become imperative to study it as organisations and individuals benefit from an energised work force (see Bruch, Menges & Cole, 2009; Bruch, Vogel &Raes, 2010; Cole, Bruch & Vogel, 2005; Linder, Cross & Parker, 2006; Smith & Tosey, 1999; Stanton Marris, 2002; Tosey, 1994; Tosey& Llewellyn, 2002; cited in Derman., Barkhuizen, & Stanz, 2011). Since 2001 the concept of organisational energy has been developed under the supervision of Prof. Dr. Bruch in line with the Organisational Energy Program (OEP) at the Institute of Leadership and Human Resources Management (IFPM) at the University of St. Gallen (Bruch and the Energy-Factory; 2012).

A few early studies in sociology (Etzoni, 1966) did elaborate on the concept of energy and its meaning for the organisation. Although this was the case most research on energy within the organisation refers mostly to the individual level analysis. Individual level of analysis refers to the energy of individuals in the organisation (see Cameron & Spreitzer, 2011).

Much less emphasis was put on the collective level of analysis or rather to organisational energy. The researcher's interest in investigating energy at a collective level of analysis (organisational energy) stems from various lines of thought. This will furthermore benefit organisations and individuals by showing to what extent they need to focus their organisational energy towards production, and enable managers to best help employees to best channel their energies in the right directions.

For the purposes of this research study I shall refer to organisational energy as the force of a collective unit (an organisation, department, or team) in pursuit of its goals (Cameron & Spreitzer, 2011). Due to limited research studies on organisational energy and its impact on the organisation, this study will make an important empirical contribution in determining the relationship between talent management and productive organisational energy and intention to quit. Furthermore it will enable academics and practitioners to provide solid and reasonable advice to managers within organisations so as to better utilise their organisational energy and channel it towards increasing organisational productivity, better manage their talented workforce and reduce employees' intent to quit which results in great financial losses.

2.6.2 Theoretical perspective on Productive Organisational Energy

A growing body of research is investigating organisational energy. Positive organisational scholarship and organisational behaviour have given birth to rising research in this field of study and are the main reasons for this increasing buzz over the concept of organisational energy. The theoretical foundations of organisational energy comes from the idea that positive behaviours have the potential to impact on staff members of the organisation in its entirety (Cameron & Spreitzer, 2011). Possible explanations for organisational energy exist in chaos theory, systems theory, field theory or complexity theory.

2.6.2.1 Systems and Complexity Theory

Systems theory focuses on the relationships between parts and the properties of a whole, rather than reducing a whole to its parts and studying their individual properties (Chun, Sohn, Arling & Granados, 2008). A system is defined as "an entity which maintains its existence through the mutual interaction of its parts (Chun et al., 2008). Systems theory provides a framework by which groups of elements and their properties may be studied jointly in order to understand outcomes.

Ackoff (cited in Chun et al., 2008) believes that a systems theory approach is fundamental to the study of organisations, so he translated Von Bertalanffy's original definition of a system to the organisational context. A system is composed of at least two elements and a relation that holds between them. At any given time, a system or one of its elements exhibits a state, defined as its relevant properties, values or characteristics. A change in the state of a system is called an event and such an event in common terms is an occurrence or something that happened (Chun, et al., 2008). There is an important classification of events called behaviours and these behaviours are events that initiate other events within the organisation.

Systems perspective does not adequately deal with the complexity in which the organisation operates in, hence the emergence of the Complexity Theory (Porter & Cordoba, 2008). The complexity theory takes into consideration all systems within the organisation as continuously evolving and adapting to the environment based on the kind of the relationships (macro and /or micro environment) of the system. This leads to the implication that changes within the organisation are produced based on several inter-connected factors; the two concepts that have effect in the organisation are organisational climate and organisational culture (Chun et al., 2008).

2.6.2.2 Chaos Theory

Chaos is the phenomenon that manifests itself over very long time frames. The holistic nature of complex systems demonstrates that everything has the potential to affect everything else. This increases our awareness of interrelationships and unpredictability (Headington, Barrieton & Smith, 2004). The study of wholeness and change is the science of chaos. The subset in Chaos theory incorporates the principles of quantum mechanics and presents them in a complex systems

environment. To the observer the systems appear to be in chaos (Hall, 2004). This therefore means that the organisational development of the business system becomes the management of the apparent chaos which then describes the day-to-day running of the organisation by management.

2.6.3 Productive Organisational Energy as a Collective Construct

Productive organisational energy is defined as capturing the shared affective, cognitive, and behavioural states of a collective (Cameron & Spreitzer, 2011). A growing body of research has come to suggest that energy may synergistically combine and thus materialize at the collective level. This emergence is referred to a as a bottom-up process (see Kozlowski & Klein, 2000), suggesting that productive energy is similar to individual energy (Cameron & Spreitzer, 2011). This then means that collective energy analysis functions similarly to individual energy-level analysis in operations and content.

Based on the abovementioned researchs, organisational energy manifests itself from individual level analysis; this means organisations need to focus on building on individual energy levels and its presence will be felt as a collective experience at organisational level, such as departments or task groups/teams. This therefore means that although the awareness of organisational energy occurs at bottom level (individual energy level) its presence is felt at a top level (collective level) as a collective experience created by social processes and experienced by employees collectively at collective level in teams, departments/units or at organisational level (Linely, Harrington & Garcea, 2010).

According to Cole et al. (cited in Cameron & Spreitzer, 2011), a defining characteristic of productive energy is that it is a shared phenomenon. Productive energy is jointly experienced by members of the same collective, for instance via interaction processes. The processes amplify productive energy and establish it as a high-level, collective construct (Morgesson & Hoffman, 1999). These positive interactions may fuel positive and purposeful responses from others (Cole et al., in press). The pattern of manual interactions is the basic building block upon which productive energy is constructed (Dutton & Hurphy, 2003). Productive energy is a shared or emergent phenomenon that is common to all members of the work department (Cameron & Spreitzer, 2011).

The strength of positive organisational energy in an organisation is therefore a reflection of the degree to which the organisation has activated its cognitive, behavioural and emotional activities in pursuit of its strategic objectives, on both the individual and the collective levels (Cuff, 2011).

2.6.4 Productive Organisational Energy as a Multi-dimensional Construct

Cole et al (in press; Bruch & Goshan, 2003; 2004) suggested that productive organisational energy as a multi-dimensional concept consists of three dimensions namely: positive affect, cognitive arousal and the agentic purposeful behaviour (Cameron & Spreitzer, 2011). In agreement with this notion, Thomson and Fine (cited in Cameron & Spreitzer, 2011) suggest that social thought, affect and behaviour are explained not by studying people working alone but by studying groups of people engaged in social interaction.

The three components of productive organisational energy are complementary, so it is recognised that a positive emotional experience is a critical aspect of an energised workforce (Cuff, 2011). Similarly, researchers have advocated studying multiple aspects of collective interaction instead of single variables because the former better capture the complex reality of how groups of people work together towards shared goals (Arrow, McGrath & Berdahl cited in Cameron & Spreitzer, 2011).

2.6.4.1 Affective Energy (Positive Affect)

Positive affect is the positive response/feedback employees receive from their managers and employers during and after the performance management/appraisal process. Affect manifests as emotional arousal, homogeneous levels of positive responses within the work group and constructive feelings such as inspiration, enthusiasm and attentiveness towards work-related tasks and organisational priorities (see Cuff, 2011). Affective energy refers to the collective experience of positive feelings and emotional arousal due to members' enthusiastic assessments of the tasks and goals at hand (Cameron & Spreitzer, 2011).

Unlike negative emotions, which limit one's actions to fight or flight responses, positive emotions encourage people to broaden their attention to scope and their behavioural repertoires thereby

helping them to be more effective at work (Fredrickson, 2001). It is interesting to note that it is widely acknowledged that open expression of positive feelings are contagious, thus transferring the experiences of positive emotion to fellow group members. Positive emotions have distinctive social origins, people generally experience positive emotions as they interact with others in their social gathering and thus it is not that much of a surprise that employees feel good about themselves and their work when there is positive feedback on their tasks and good relations with fellow employees.

2.6.4.2 Cognitive arousal (Cognitive energy)

Cognitive arousal energy refers to "the ability to persist for long periods thinking productively about a problem, the ability to focus attention, to shut out distractions, to persist in search of a solution" (Cole et al. cited in Cuff, 2011). Positive emotions have the ability to broaden peoples' scope of attention (Frederickson & Branigan, 2005) and thereby their habitual modes of thinking and acting, this then influences how people see themselves. This gives them a broader scope of self-perception and in this way positive emotions enable people to come together and grow closer and, as this occurs the line between oneself and others grows thinner thus leading to greater interactions (Linley, Harrington & Garcea, 2010).

As employees (co-workers) in the workplace draw closer the line between the self and others become blurred and harder to delineate (Waugh & Frederickson, 2006). This will occur to the extent that individuals view co-workers or their organisation as a part of themselves; resource allocation can then be perceived as shared ownership and differences between self and others becomes less pronounced (Linley et al., 2010). As this continues to happen, employees adopt the characteristics of others internally and begin to view those characters as their own. The inclusion of others then offers a wider perspective employees focus on others appreciatively and momentum grows within the organisation.

2.6.4.3 Agentic purposeful behaviour (Behavioural energy)

When employees within the organisation purposefully direct their behaviour towards the attainment of organisational goals and objectives, their behavioural energy is channelled towards the objectives of the organisation (Bruch et al., 2006). This purposeful activity at work is known as agentic

behaviour (Spreitzer & Cameron, 2011). The energy is directly channelled and connected to organisational objectives with high intensity to the purpose of success. In this case all the organisational physical resources which employees dedicate to behaviours lead to the success of the organisation (Spreitzer & Cameron, 2011).

Employees who come together using a strengths-based approach to advance their organisational developmental needs are likely to experience positive emotions that can contribute to a more positive organisational emotional climate (Linely et al., 2010). Consequently, behavioural energy is an important resource which should be managed by encouraging individuals to invest their efforts in behaviours that help an organisation attain a competitive advantage (Collins cited in Cuff, 2011). The positive emotions that surface during goal directed behaviour are not static, but spread throughout the entire organisation (Linely et al., 2010).

2.7 INTENTION TO QUIT

Intention to quit is a concept that continues to attract the attention of managers and academic researchers alike, frequently being the focus of both popular books and scholarly articles. The main issues are how to manage the organisational workforce so that employees' remain productive and happy within the organisation, a situation where organisational workforce and managers would both be satisfied with the outcomes (Staw, 2001). Most researchers have argued that jobs are often ambigous entities subject to interpretations and perceptions.

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Empirical studies have linked job satisfaction and performance to an individual's intent to quit the organisation (Clegg, 1983; Cotton & Tuttle, 1986; Wayne, Shore & Liden, 1997; Bishop, Scott & Burroughs cited in Glissmeyer & Bishop, 2007). Due to the high cost of employee turnover, most organisations are interested in reducing the number of employees who leave the organisation voluntarily (Firth, Mellor, Moore & Loquet, 2004). Attempts have been made by most researchers (Saks, 1986; Kramer, et al., 1995; Kalliath & Beck, 2001) to answer the question of what determines an employee's intention to quit on organisations. However, despite many efforts in seeking answers, there has been little consistency in the findings of the researchers (Glissmeyer & Bishop, 2007).

Intention to quit the organisation may be due to the diversity of the constructs and consistency or inconsistency of the measurements of employees' production/contribution towards organisational success, leading to inappropriate recognition or lack of (Firth *et al.,* 2004). Becker (cited in Glissmeyer & Bishop, 2007) developed his own scale by combining two other scales demonstrating the lack of consistency among scales. For the purposes of this study I will define intention to quit an organisation as: the mediating factor between attitudes affecting intent to quit and quitting an organisation.

2.7.1 Theoretical frameworks of intention to quit

Researchers who believed in social information processing have noted that the positive or negative labelling of job tasks can greatly determine employees' attitude towards the job and the important determinants of labeling are the opinions of co-workers who tend to voice positive or negative views of the job (Staw, 2001). Researchers who believe in this view have gone further to provide evidence to prove this by showing that it may be as easy to persuade employees that their jobs are interesting by influencing their perception of a job as it is to make objective changes in the role of the job.

This therefore means that most employees who intend to quit their jobs in organisations do so based on the perceptions of their fellow employees within the organisation and outside the organisation. If the job is believed to be valuable and important by fellow employees, then it is highly unlikely that one might consider leaving the organisation. This association between job design and social information processing produced two shifts in the way people think about job attitudes in general. This leads to organisational psychology placing greater emphasis on the role of cognition and subjective evaluation in the way employees respond to jobs. This is deemed helpful because even though job conditions have been measured with perceptual scales, perceptions have been confused with objective job conditions (Staw, 2001). This helps a great deal as job characteristics do not necessarily reflect the reality, yet determine how employees respond to reality.

The second shift in thinking about job attitudes was a movement towards situationalism, which stressed how slight alterations in job context can influence employees' perception of a job. It is

believed that people's job attitudes may be influence not only by objective properties of the job but also by subtle cues given off by their fellow employees or supervisors that their jobs were either dull or interesting (Smith, 2012). Based on the arguments brought forth it is worth noting that the view of these researchers is based on the external influences in the determination of job attitudes. The reality may be that individuals are quite resistant to change efforts, with their attitudes prevailing as functions of personal disposition rather than situational influence.

2.8 TOWARDS A CONCEPTUAL RELATIONSHIP BETWEEN TALENT MANAGEMENT, PRODUCTIVE ORGANISATIONAL ENERGY AND INTENTION TO QUIT

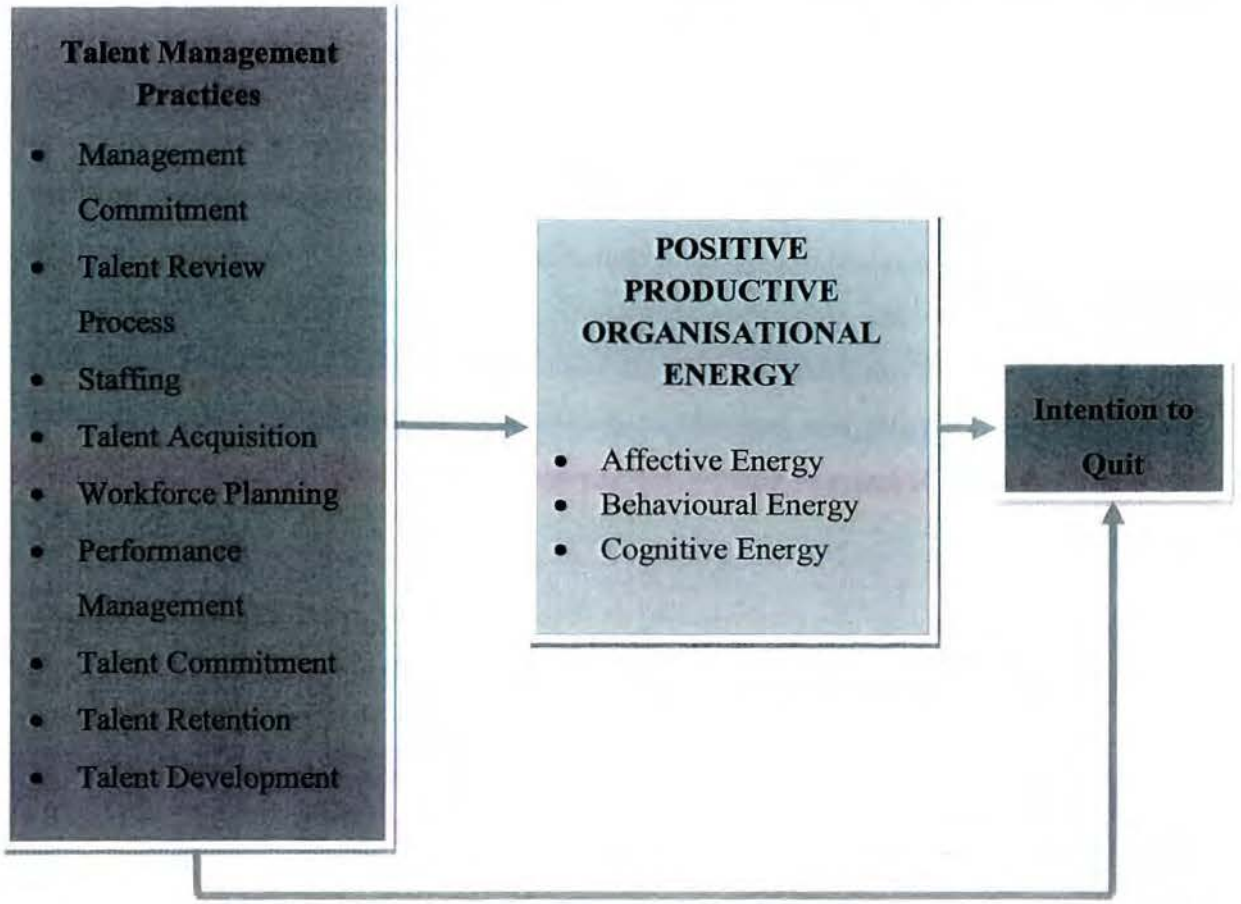

Figure 2-5: The relationship between Talent Management, Productive Organisational Energy and Intention to Quit

2.8.1 The Relationship between Talent Management Practices and Productive Organisational Energy

One can vehemently say, based on limited literature about the two concepts, that there is a healthy positive relationship between talent management practices and productive organisational energy. This is mainly based on the fact that any organisation that aims to succeed in the current economic conditions and highly mobile workforce needs to mobilise all its resources (including employees). The main key to do so is productive energy, without which talent cannot flourish within the organisation (Bruch, in press; Bruch, 2012). Targeted energy management becomes a key task when it comes to exploiting, promoting and retaining potential, and focusing on organisational objectives. Organisations differ enormously in their organisational energy in terms of power, speed and persistence with which they change and introduce innovations (Bruch, 2012).

This is important because organisations with higher levels of productive energy achieve greater productivity, more employee loyalty, more customer satisfaction and a better corporate performance. To retain the energy potential thus activated within the organisation over the long term, managers need to establish a talent management system that encourages their staff to use their initiative and innovations to get as many employees as possible within the organisation involved in identifying threats and opportunities faced by the organisation. This includes adapting one's leadership style to these requirements and, at the same time, ensuring that both the corporate culture and the strategy support long-term energy retention (Bruch, in press; Bruch, 2012).

Talent Management Practices in organisations are predictors of productive organisational energy due to their ability to increase energy levels among employees when effectively implemented and enforced. The only problem is if many activities are pursued at the same time, the company can fall into the acceleration trap (Smith, 2012). The organisation becomes highly productive due to their stringent emphasis on talent management practices and thus become highly productive organisations.

Organisational teams and groups become highly productive and thus face the risk of the acceleration trap. In terms of talent management, this means that talented, ambitious employees and teams, particularly, need to be protected from overworking themselves (Rosen, 2008). It is crucial to have clear objectives, a motivating leadership style and a culture of excellent performance with regular regeneration phases as the key components of the management system.

2.8.2 The Relationship between Talent Management Practices and Intention to Quit

Based on previous research, it was found that talent management practices are significant predictors of employees' intention to quit the organisation. Studies conducted have found that supportive human resource practices that indicate the organisation's willingness to invest in human capital enhance employee retention (see Du Plessis, Stanz & Barkhuizen, 2010). This therefore means that Talent Management practices as part of HR practices have a negative relationship with employees' intention to quit. The ability of talent management practices to enhance retention suggests that these

practices are able to decrease employees' intention to quit the organisation (Du Plessis *et al.,* 2010). This decrease in employees' intention to quit might be as a result of job satisfaction that might be associated with talent management practices which are the primary cause of this job satisfaction in this context. Besides talent management being a predictor of employees' intention to quit, research has also shown that there is a negative relationship that exists between talent management and intention to quit. An organisation dedicated towards Talent Management that is driven by human resources can position HR at the heart of the organisation (PricewaterhouseCoopers, cited in Du Plessis, 2010).

The above shows that the relationship between talent management practices and employees' intention to quit is inversely proportional and thus when organisations focus their energies on emphasising talent management practices the lower employees' intention to quit the organisation. Furthermore it means that employees' are most likely to intend to quit the organisation when they do not feel valued and their efforts are not being recognised.

2.8.3 Perceived relationship between Productive Organisational Energy and Intention to Quit

Individual employees in the organisation experience the flow of different states of energy in an organisation. This energy can be the fuel to make the organisation work, as it is a cornerstone to employees' effectiveness. Furthermore, organisational energy is measurable and manageable. To actively influence their organisation's energy, organisational management needs to understand or assess its organisational energy (Bruch and Vogel, 2011). Management should boost and sustain the energy in their organisation, unit or team to ensure employees are fully charged for the further interests of the organisation. Organisation's energy reflects the extent to which an organisation, division or team has mobilized its emotional, cognitive and behavioural potential to pursue shared goals.

Based on previous literature on both concepts, limited as it may be, there seems to be clear evidence that Productive Organisational Energy has a negative relationship with employees' intention to quit the organisation (Bruch and Vogel, in press: 27th April 2012). Just like Talent Management,

Productive Organisational Energy has a negative relationship with employees' intention to quit. The relationship between these two concepts (Productive Organisational Energy and Intention to Quit) is inverse, meaning that the higher the organisational energy, the more the employees' intention to quit decreases.

2.9 CONCLUSION

This chapter undertook a detailed review of the available literature on the concept of organisational energy. A broad overview of the theoretical foundations of organisational energy was provided, and the multi-level nature of organisational energy was discussed in detail, with specific focus being given to the individual and collective levels of energy. Three models of organisational energy were discussed and a brief comparison of the three models was given, before concluding the chapter.

The chapter that follows is concerned with the research methodology. It will contain a detailed review of the whole process followed by the researcher in conducting this research study. It will also contain all the research measurement that was employed in this research study and the method of analysis which was followed including the whole process of ensuring the validity and reliability of the research study.

Chapter 3:RESEARCH DESIGN AND METHODS

3.1 INTRODUCTION

Figure 3-1: Chapter 3 in Context

The previous chapter outlined the literature related to Talent Management, Productive Organisational Energy and employees' Intention to Quit, in an attempt to define theoretical frameworks for the construct. This chapter will focus on how the research will be carried out and the principles employed to ensure rich insights on the topic at hand. The main focus will be on the organisation, research design, population, sampling and data collection techniques used to collect data from research participants.

3.2 GENERAL RESEARCH OBJECTIVES

The main aim of this study is to determine whether there is a relationship between Talent Management, Productive Organisational Energy and employees' Intention to Quit within South African context. From the general objectives, specific research objectives were formulated:

- To determine how employees perceive the current level of Talent Management Practices in their Organisation
- To determine the level of importance of Talent Management Practices as perceived by the employees.
- To determine the extent of the gap between the current level of Talent Management practices and the importance thereof as perceived by the employees.
- To determine the current level of Productive Organisational Energy of employees.
- To determine the extent to which employees want to quit their current jobs.
- To determine the relationship between the current level of Talent Management Practices and employee's Productive Organisational Energy in the organisation.
- To determine the relationship between Talent Management Practices and Employee's intention to quit from the organisation.
- To determine the relationship between Productive Organisational Energy and Employee's Intention to quit the organisation.
- To determine whether productive organisational energy mediate the relationship between Talent Management Practices and Employee's Intention to Quit.

3.3 RESEARCH PARADIGM/PHILOSOPHY

A paradigm is an interpretative framework, which is guided by a set of beliefs and feelings about the world and how it should be understood and studied (Guba, 1990). In simple words this may be referred to world views on concepts related to this study. The research paradigm is an important consideration when undertaking a research study, as the underlying assumptions a researcher holds on reality, and how the researcher views the world has a substantial impact on how the researcher understands and approaches the topic under investigation (Cuff, 2011). This is further supported by Denzin and Lincoln (2001), who listed three categories of those beliefs:

- Ontology which deals with questions of what is real.

- Epistemology which is the branch of philosophy that studies the nature of knowledge and the process by which it is acquired and validated (Gall, Borg and Gall, 1996).
- Methodology which deals with how we know the world, or gain knowledge of the world.

This study followed the positivistic route due to it being a quantitative study in nature. The aim of the study is to obtain objective and empirical information on the relationship between Talent Management, Productive Organisational Energy and Intention to Quit. Further characteristics of positivist research which underscore the research undertaken in the study include Ontology, Epistemology, Axiology, Rhetorical Structure and Method.

3.4 RESEARCH METHODOLOGY

The research design that is used for this study is the descriptive design of the phenomena and investigation. Descriptive design is a valid method for researching specific subjects and as a precursor to more quantitative studies. Whilst there are some valid concerns about the statistical validity, as long as the limitations are understood by the researcher, this type of study is an invaluable scientific tool (Kotler and Armstrong, 2006: 122).

This is emphasized by Shuttleworth (2008) when he defined descriptive research as valid method for researching specific subjects and as a precussor to more quantitative studies. This is despite valid concerns about the statistical validity, but as long as the limitations are understood by the researcher the scientific tool is invaluable.

Research design is a blueprint or outline for conducting the study in such a way that maximum control is exercised over factors that could interfere with the validity of the results of the study (Creswell, 2003). It is the researcher's overall plan in obtaining answers to the questions guiding the study.

3.5 RESEARCH DESIGN

Research design is considered as a blueprint for research, dealing with at least four problems: which questions to study, which data are relevant, what data to collect, and how to analyse the results (Creswell, 2003). The best design depends on the research question as well as the orientation of the researcher.

Research design can be divided into fixed and flexible research designs (Robson, 1993). Others have referred to this distinction as 'quantitative research designs' and 'qualitative research designs,' respectively. However, fixed designs need not be quantitative, and flexible design need not be qualitative. In fixed designs, the design of the study is fixed before the main stage of data collection takes place. Fixed designs are normally theory driven; otherwise it's impossible to know in advance which variables need to be controlled and measured. Often, these variables are measured quantitatively. Flexible designs allow for more freedom during the data collection process. One reason for using a flexible research design can be that the variable of interest is not quantitatively measurable, such as culture. In other cases, theory might not be available before one starts the research.

3.5.1 Characteristics of a Research

The following are appropriate descriptors that best describe the broader research design of the proposed study:

Non-experimental: Non-experimental research provides a numerical (quantitative) description of attitudes, opinions or trends of a population by studying a sample of the population. Data can be collected through questionnaires or structured interviews while conducting a cross-sectional or longitudinal study (Creswell; cited in Smith, 2012).

Cross-Sectional: Cross sectional survey is one where the data is collected at one point in time only. This time dimension is appropriate for this study as multiple data collection is not necessary to study longitudinal changes (Creswell; cited in Nagel; 2009). This design was ideally suited to the

descriptive and the predictive functions associated with the correlation research. It was used to assess the interrelationship between the variables in the study (Shaunessey & Zechmeister; cited in Smith, 2012).

Primary Data: According to Saunders, Lewis and Thornhill (2009), the present study makes use of primary data, as the researcher has utilised a questionnaire to capture specific information which will be used to address the research objectives of the study.

Empirical research – New data is collected by the researcher for analysis (Kotze, 2010). According to Mouton (2001) survey research can be classified as empirical as it is usually quantitative in nature. Therefore, this study is said to be empirical in nature as new information will be gathered and because the statistical analysis of this study is seen to be empirical in nature.

Quantitative Data (Numeric Data): Quantitative data is seen as numerical data used to conduct statistical analysis to draw conclusions on the research study. The data collection technique that was used for this study was questionnaire which generated numerical data. This type of data was then used to perform statistical analysis and draw conclusions thereof. This study attempted to find a relationship by means of correlation analysis which is a statistical technique and therefore the use of numerical data was necessary.

Exploratory – According to Botha (2010), exploratory survey research is the best way to gain understanding of a specific phenomenon as it "helps to uncover evidence for associations amongst concepts which can eventually lead to theory development."

Basic research – Basic research seeks to expand existing knowledge (Saunders Lewis & Thornhill, 2009). This study cannot be seen as applied research as it neither aims at resolving 'real-life' problems nor make suggestions for managerial decision-making (Kotze, 2010), but only to explore the applications of talent management practices in South African HEI's.

3.6 QUANTITATIVE METHOD

Quantitative research refers to counts and measures of things, qualitative research refers to the meanings, concepts, definitions, characteristics, metaphors, symbols, and descriptions of things. Whereas qualitative Research is collecting, analysing, and interpreting data by observing what people do and say (Foxcroft & Roodt, 2005: 68), quantitative Method is a research method that relies less on interviews, observations, and small numbers of questionnaires, focus groups, subjective reports and case studies but is much more focused on the collection and analysis of numerical data and statistics. The opposite of this type of research is qualitative research, which is much more reliant upon interviews and case studies and deals generally with much smaller numbers (Foxcroft & Roodt, 2005: 68).

Basic descriptive statistics will be employed to describe the quantitative data, in terms of deriving conclusions and distributions of the constructed questionnaire. The study utilizes two sources of research; primary and secondary. Primary research data will be obtained through questionnaire survey. On the other hand, the secondary research data will be obtained from previous studies on the same topic.

Primary data is considered the closest to the actual study, (Leedy & Ormrod, 2005). Secondary data provides background information and direction for a research, (Cooper & Schindler 2004). This study will employ both primary and secondary data; this is to ensure that it retains its validity and accuracy in terms of interpretation of the findings.

3.7 UNIT OF ANALYSIS

The units of analysis of a study refer to the entities about which the researcher wishes to draw conclusions. It simply refers to the population on which the researcher intends to conduct the research. Population refers to the totality of all subjects that conform to a set of specifications, comprising an entire group of persons that is of interest to the researcher and to whom the research results can be generalised (Polite & Hungler, 1999: 43). The target population for the proposed study is the North West Provincial Department.

Population refers to any group that is the subject of study in the research of interest, (Goddard et al, 2001). For the sake of the research, population will be to the groups that the research will be focused on, which are employees in the North West Provincial Department. Population refers to the entire group of people that the researcher wishes to investigate, (Sekaran, 2000: 266). The results of the study would be able to be generalised to the employees of the North West Provincial Departments at large as they share the same characteristics despite different biographical data.

The total population of the North West Provincial Department is 578 and ranges from the Head of Department (HOD), Deputy Director-General, Chief Directors, Directors, Deputy Directors, Assistant Directors and subordinates. The sample of the study will then be drawn from the population of the Department. Data was collected from the population of 578 and the researcher was able to get 22% of the population to respond to the research study questionnaires.

3.7.1 Sampling

Sampling refers to a practical way of collecting data. In this study the simple random sampling technique was employed. This meant that each employee of the North West Provincial Department had an equal opportunity to be selected as a respondent in the study. The subset of the whole population which is actually investigated by a researcher and whose characteristics were generalised to the entire population is called a sample. They further suggested that simple random sampling was a sampling procedure which provided an equal opportunity of selection for each element in the population, (Bless & Higson-Smith, 2000:87).

In most research studies in the human science, the populations being studied are too large hence one must make use of samples, (Behr, 1988:11). He further explained that to be able to make generalizations about populations from the samples, we make use of statistics. The North West Provincial Department's population was represented by (N=578) and the sample, (N=127) of the employees was drawn from the population used to draw conclusions about the entire population of the department.

3.7.1.1 Sampling techniques

Sampling techniques provide a range of methods that enable the researcher to reduce the amount of data one needed to collect by considering only data from a sub-group rather than all possible cases or elements (Saunders, 2003). Since this was a quantitative research seeking to determine the relationship between Talent Management, Productive Organisational Energy and employees' Intention to Quit in the North West Provincial Department, the sample method used was simple random sampling.

3.7.1.2 Sampling Size

A large sample is more representative but very costly therefore determining the most adequate size of the sample was very important. A small sample, on the other hand is much less accurate but more convenient (Bless & Higson-Smith, 2000:93). Sampling sizes are observations used for calculating estimates of a given population. The sampling size for the department was N=578, and N = 127 responded.

3.8 DATA COLLECTION

The main source of data in this research is the questionnaire. A questionnaire is a set of questions on a form which is completed by the respondent in respect of the research project (De Vos, 2002). The questions can be open (allow comments), or closed (Yes or No). The main objective of the use of questionnaires is to gather information (facts or opinions) about the research or phenomenon from respondents who are informed about the issue at hand.

The study at hand will make use of the Likert Scale type of questionnaire to allow respondents to be both objective and subjective in response. A Likert item is simply a statement which the respondent is asked to evaluate according to any kind of subjective or objective criteria; generally the level of agreement or disagreement is measured.

It is considered symmetric or "balanced" because there are equal numbers of positive and negative positions, (Burns, Alvin; Burns & Ronald, 2008). The format of a typical five-level Likert item is:

Strongly disagree, Disagree, Neither agree nor disagree, Agree, and Strongly Agree. The North West Provincial Department selected for this study has a population (N=578) and the sample of (N=127) 22% of the employees who are office based was drawn from the population to be used to draw conclusions about the entire population of the Department. Simple random sampling has been used to ensure a well-balanced representation of the employees.

3.8.1 Questionnaires

A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Although they are often designed for statistical analysis of the responses, this is not always the case.

Questionnaires have advantages over some other types of surveys in that they are cheap, do not require as much effort from the questioner as verbal or telephone surveys, and often have standardized answers that make it simple to compile data, (Gillham, 2008).

However, such standardized answers may frustrate users. Questionnaires are also sharply limited by the fact that respondents must be able to read the questions and respond to them. Thus, for some demographic groups, conducting a survey by questionnaire may not be practical, (Gillham, 2008).

3.8.1.1 Advantages of Questionnaire

A questionnaire is applicable to large samples and it demands an individual's own view or perception and not pre determined answers from carefully prepared questions, it is useful to discover what happened in the past and what is happening currently. Its importance is to assist the researcher to establish and explain the aim of the investigation as well as identifying the meanings of terms that may need definitions. A Questionnaire offers considerable advantage in administration in the sense that it presents an even stimulus, potentially to large number of respondents simultaneously and provides the researcher with an easier task of gathering data.

3.8.1.2 Disadvantages of Questionnaires

Questionnaires are time-consuming and expensive to develop. An Impersonal approach between researcher and respondent may have adverse effects on cooperation and motivation. Questionnaires are complex instruments and, if badly designed, can be misleading. The quality of data is probably not as high as with alternative methods of data collection, such as personal interviewing.

3.8.2 Measuring Instruments

3.8.2.1 Human Capital Index (HCI)

To enable organisations to measure their organisational talent mind-set the HCI Assessment of Talent Practices was compiled by the Human Capital Institute to enable organisations to measure talent mind-set in the industry. The HCI Assessment of Talent Practices originally covered 15 talent practices (Du Plessis, 2010). For this research nine Talent practices were selected based on its relevance to the sample. The adapted HCI Assessment of Talent Practices aimed to measure the employees' perception of the organisation's talent mind-set, based on the following areas of Talent Management Practices:

- Management commitment
- Talent Review Process
- Workforce planning
- Staffing
- Talent Acquisition
- Talent commitment
- Talent Development
- Performance Management
- Talent Retention

These areas of Talent Management Practice have all been highlighted in Joubert's encompassing model for Best Practice of Talent Management (Joubert cited in Liesl du Plessis, 2010). This instrument does not aim to measure the 32 Best Talent Management Practices as defined by Joubert, but it should be noted that the abovementioned 9 dimensions of assessment are confirmed by Joubert model as Talent Management Best Practice (Joubert cited in Du Plessis, 2010). This

signifies the value of investigating employees' perceptions regarding an organisation's Talent Mindset or the execution of these practices.

The Human Capital Index (adapted version) of the Human Capital Institute (2008) was used to measure the perceived talent management practices and the importance of the talent management practices of the organisation. The Index consisted of 41 items and measure nine Talent Management Practices namely Management Commitment, Talent Review Process, Workforce Planning, Staffing, Talent Acquisition, Talent Commitment, Talent Development, Performance Management and Talent Retention. A dual scale was used in this study. Respondents were first required to rate the current TMP in the organisation on a five-point scale ranging from "Poor (1)" to "Excellent (5)." Second, the respondents were required to rate the importance of the Talent Management Practices from Not (1) to Critical (5). Previous studies found acceptable internal consistencies for the shortened version of the TMP Index, ranging from 0.73 to 0.87 (Barkhuizen & Stanz, 2010).

3.8.2.2 Productive Organisational Energy Measure (PEM)

Cole et al. (cited in Cuff, 2011) subscribe to the notion that positive organisational energy is a collective construct, the Productive Organisational Energy Measure (PEM) is designed to measure organisational energy as perceived by the individual, but materialised on a collective level. The questionnaire consists of 14 items which measure three broad dimensions, namely Behavioural, Affective and Cognitive. Responses for the items on the affective dimension of the PEM are measured on a five-point Likert-type scale.

3.8.2.3 Intention to quit (ITQ)

Research studies into turnover either use **actual turnover** (employees who have already left the organisation) or **intention to quit** (employees who state that they intend to leave) as measurement indicators (Morrell et al., cited in Marguerite Theron, 2009). Researchers have found that turnover intentions are positively related to actual turnover behaviour (Allen et al., 2001:100) but the two variables cannot assume to measure turnover in the same way.

To measure and determine the extent to which employees intend to quit their organisation of employment, three (3) items were used to determine the employee's intent to leave the organisation. The three questions that measured this one construct were simple and straightforward (Du Plessis, 2010). They required that the respondent scores him/herself on a seven-point Lickert-type scale, ranging from strongly disagree to strongly agree. The respondents were asked to rate the following three items in accordance with their own feelings and opinions:

- I think a lot about leaving the organisation.
- I am currently searching for an alternative to this organisation.
- When I can, I will leave the organisation.

Furthermore on the three items the questionnaire included Biographical information which included gender, age, home language, ethnicity, job level, job category, years' service at current institution, years' service in current profession and hours' work in a typical work week. An inspection of the responses given by respondents to the study gave indication as to the reasons for intention to quit.

3.9 RESEARCH PROCESS

3.9.1 Questionnaire administration

Permission was requested from the Head of Department (HOD) of the North West Provincial Department. A written letter of approval by the HOD was issued. A Likert Scale type of questionnaire was developed and presented to the employees of the North West Provincial Department with closed ended questions. The questionnaire was hand-delivered by the researcher.

Bourque and Fielder (2003:23) advise that the single biggest administrative disadvantage of using self-administered questionnaires is the fact that once the questionnaire leaves the surveyor's office, he or she has no control over who, in fact, fills it out and whether that person consults with others when completing it.

3.10 DATA ANALYSIS

This research will make use of percentages and frequencies as dictated by data collected. The data will be displayed by making use of tables, graphs, cross tabulation and chi squares. Statistical analysis is the bedrock of any scientific inquiry or research. It is a way of testing our hypothesis or proposition of the research. The study will use the SPSS programme (frequency distribution) to analyse data (Sarantakos, 2005).

Statistical Programs of Social Scientists (SPSS) is computer software used to analyze data. Computers are used to enter collected data. When computers are used, the whole process of analysis acquires a new dimension. First of all, the survey is conducted by using questionnaire. After the questionnaire has been completed, the results are placed in table form.

3.10.1 Descriptive Statistics

Descriptive statistics were used to analyse and summarise the data. This method is relevant when describing situations and events (Babbie, 1995:85). Descriptive statistics refers to the collective name for a number of statistical methods that are used to organise and summarise data in a meaningful way (Maree, 2010; 183). The main reasons for the use of descriptive statistics are (Creswell; cited in Smith, 2012):

- To describe the characteristics of the sample.
- To check variables for violation of any assumptions underlining the statistical tests.
- To address and answer the research question.

Descriptive statistics is used in this case to improve on the understanding of the properties of the data and to identify any inaccuracies/inconsistency that may appear in the data. Tables, pie charts, graphs, frequencies and percentages are used to present quantitative descriptions in a manageable form, such as describing single variables and describing associations that connect one variable with another (Babbie, 1995:416). SPSS 20.0 software package was used to perform the correlation analysis.

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3.11 DEVELOPING OF RESEARCH HYPOTHESES

For purposes of this research five hypotheses were formulated below. The model is a structural illustration of the relationship as hypothesised in this research. Talent management leads to Productive Organisational Energy which ultimately leads to low employees' Intention to quit the organisation. The assumption is based on hypothesis 1 and 2. Hypothesis 3 assumes that Productive Organisational Energy reduces employees' Intention to quit and Hypothesis 4 assumes that Talent Management mediates a relationship between Productive Organisational Energy and employees' Intention to quit.

H_1: Talent Management has a positive effect on Productive Organisational Energy

Rationale: Previous research has indicated that was a healthy positive relationship between talent management practices and productive organisational energy. Any organisation that aims to succeed in the current economic conditions and highly mobile workforce needs to mobilise all its resources, including employees (Bruch, in press; Bruch, 2012). Therefore this research hypothesis is set in a directive manner.

H_2: Talent Management has a negative effect on Employees Intention to Quit the Organisation

Rationale: Previous South African research has shown that Talent Management Practices are a significant predictor of employee's intention to quit the organisation (see Barkhuizen, Stanz &Veldtman, 2012; Du Plessis, Stanz & Barkhuizen, 2010). Therefore this research hypothesis is set in a directive manner.

H_3: Productive Organisational Energy has a negative effect on employees' Intention to Quit

Rationale: Research has revealed that high levels of frustration, mental withdrawal, cynicism and low collective engagement as a result of low energy. Previous literature on both concepts (Productive Organisational Energy and Intention to Quit), limited as it may be, there seems to be clear evidence that Productive Organisational Energy has a negative relationship with employees' intention to quit the organisation (Bruch & Vogel, 27th April 2012). This is based on fact that high

organisational energy leads to constructive collective engagement while the opposite leads to employees' frustration (Bruch & Vogel, 27th April 2012).

H $_4$: Productive Organisational Energy does not mediate the relationship between Talent Management Practices and Employee Intention to Quit.

Rationale: Based on the lack of evidence in the literature this hypothesis is stated in a non-directive manner.

3.12 STRATEGIES TO ENSURE QUALITY AND RIGOUR OF THE RESEARCH DESIGN

3.12.1 Validity and Reliability

To ensure validity and reliability of the study, it is critical that the artificiality of the survey format emphasises validity of the study. This is because peoples' real feelings are somehow hard and difficult to grasp in terms of "agree/disagree" or "like/dislike" "for/against" etc. These are only approximate indicators when creating questions (items) (Foxcroft & Roodt, 2005).

Reliability refers to clarity of the survey format. Research survey presents subjects with a standardised stimulus and goes a long way to eliminate unreliability in the researchers' observations. According to Thomas (2004), careful wording, format, content etc, can significantly reduce the subject's own unreliability.

3.12.2 Reliability

Any measure we use in life should be reliable, otherwise it is useless. This applies to all psychological measures as much as any other. This is why it is important that the instrument (questionnaire) used to collect data should produce reliable and accurate results (Coolican, 1999). Reliability refers to the stability or consistency of a measure. Any instrument is deemed reliable if it consistently provides the same answer; results or conclusions when measuring the same person object or construct several times (Dunn, 2009).

Reliability Analysis is used to test the consistency of an instrument by testing the degree to which an instrument measures consistently across time with the same sample and under the same conditions, and is therefore a condition of validity (Foxcroft & Roodt cited in Nagel, 2012). In this study, Cronbach's Alpha will be used to indicate the internal consistency of the instrument as the Cronbach's Alpha method computes correlations between all the items in the instrument (Field cited in Nagel, 2012).

The closer the value of Cronbach's Alpha is to 1.0, the more reliable the measuring instrument (Field cited in Nagel, 2012), but the general accepted value for the Cronbach's Alpha is above 0.7 (George & Mallery, 2003) although above 0.8 is preferred (Pallant, 2007). For the sake of this study reliability analysis will be performed on both the current status and importance scales of the questionnaire and will be supplemented by descriptive statistics. The current status will range from poor (1) to Excellent (5) and for the importance from Not important (1) to Critical (5).

An instrument is deemed unreliable if it provides different measurements at different times when the same object is being considered (Dunn, 2009). The importance of reliability in any study is that decisions should be based on results that can be repeated and maintain the same level of consistency at all times.

3.12.3 Validity

In addition to maintaining the research's consistency it is important that the researcher also be able to have confidence that the measuring device measures what it is supposed to measure. It is of absolutely crucial importance that the measuring device measures what it intends to measure in order to obtain accurate results (Coolican, 1999). It is essential to create a valid design in order for a valid scientific conclusion to be drawn.

This check can be done by comparing the conclusions of the study presented in Chapter five to the objectives originally laid out in chapter one. This will be complemented and assured during the research process by ensuring that a sound methodology is in place that includes scrutiny and

verification of the input data. This means as in the case of this study, the questionnaire distributed by the researcher should be designed in line with what the research intends to discover.

The special terms 'internal' and 'external' validity refer not to the validity of measures but to the validity of the apparent effects demonstrated in experimental work and similar studies (Coolican, 1999). This will be determined by whether the research did indicate whether there is an existing relationship between talent management, productive organisational energy and intention to quit.

3.12.4 Bias and Errors in Survey Research

Bias refers to an influence or conditions that can potentially distort the data (Leedy & Ormrod 2010). To minimise bias in the study is important as it can intrude and negatively affect the integrity of the data and results. Survey research has its own opportunities for bias and error. According to Forza (2002) the most common types of errors needed to be minimised by the researcher are described by as follows:

Measurement error: This type of error occurs when the instrument used to measure a certain theoretical construct fails in terms of reliability and validity (Forza, 2002), and does not measure the construct as intended. To minimise these errors the researcher needs to ensure that the instruments selected for use in the study have been thoroughly tested for reliability and validity and are appropriate for use in the context as planned.

Statistical conclusion error: This refers to the typical TYPE I and TYPE II errors made in accepting or rejecting a hypothesis (Forza, 2002). The researcher can follow many techniques that exist to minimise the chances of these errors.

Sampling error: Occurs when the sample chosen has no capability of representing the population (Forza, 2002). This error makes it impossible to generalise back to the population in essence making the research of no value. This error can be overcome by employing well thought out and applicable sampling methods to ensure a sample is chosen that will indeed represent the population.

Internal validity error: Forza (2002) states this type of error occurs when a justification is given of what was observed that is less probable than that of others who have attempted to explain the same concept. These conclusions can then be seen as erroneous. To eliminate this, it is vital for the researcher to ensure proper adherence to the correctly set research design as intended, to ensure validity to the best of their ability.

3.13 RESEARCH ETHICS

Research ethics provide the moral framework within which the researcher operates when conducting research. Research ethics encompass data collection and analysis, the interpretation of findings, and the subsequent reporting and dissemination of the research findings (Cresswell, 2009). Ethical considerations which are relevant to the study are discussed in more detail below.

3.13.1 Risk of Harm

One of the first and most important considerations for research with human participants is that the research should not cause harm to those participants. This means that there should be no unreasonable risks taken with the emotional, physical and psychological health of the subjects (Ruane, 2005).While the study appears to meet this consideration, it is also important to note that not all harmful consequences can be predicted or known in advance. Harm to participants can be either physical or psychological. The two standards should be applied to protect participants, protecting their privacy and confidentiality.

To ensure that research participants are not harmed in any way the researcher saw fit to provide his contact details in case the respondents to the study felt the need to communicate with the researcher with questions regarding the study on perceived risks they may anticipate. This gave the researcher the opportunity to obtain feedback from the participants on their experiences, or on any negative effects so that development areas which needed to be addressed in the research approach could be identified and resolved.

3.13.2 Informed Consent

The participants in any study have the right to make an informed choice on whether they wish to be part of the study or not. To do this, they must be fully informed on what the study entails and any risk involved (Ruane, 2005). People involved in the research should be fully informed of the risks, procedures and objectives of the study and must give consent to take part in the research.

To comply with the requirement the researcher sought a letter of request from the University to seek approval from the organisation in which the research was conducted. A humble request was made to sought and granted by the department and all employees were informed of the study and humbly requested to voluntarily avail themselves during the process of data collection (Dunn, 2009).The subjects in a research study should receive all information which may affect their decision to participate. Ethical standards require the researcher to avoid putting the participants in any form of risks.

The following aspects of informed consent should be considered:

3.13.3 Voluntary participation

Participants must be free to decide to take part in the study, that is, that there would be no negative consequences if the individual does not take part in the study. The organisational setting of the study can be classified as an institutional setting, and does therefore have the potential to infringe upon the concept of voluntarism, since the authority relationships (for example, an individual's manager) in the setting may conflict with true voluntarism (Welman & Kruger, 2001).

Even though taking place in an organisation, this did not mean all employees in the department would be forced to participate in the study. It was up to the researcher to seek voluntary participation from individual employees to ensure maintenance of voluntary participation. A letter of approval was obtained from the organisation, and it is important that the researcher make every effort to ensure that individuals understand that participation in the study is voluntary. It is gravely

important for the researcher to seek consent from the participant to ensure that the rights (right to privacy, dignity, respect, etc) of the participants are protected.

3.13.4 Informed consent form

People involved in the research should be fully informed of the risks, procedures and objects of the research and must give consent to take part in the research. Ethical standards also require that the researcher not put the research participants at risk (Leedy & Ormrod 2010).

The informed consent form was designed to ensure that participants with different backgrounds, qualifications and home languages would be able to comprehend it. The informed consent form will be distributed with the questionnaires to ensure that all participants receive complete information about the study, and the processes which will be followed.

3.13.5 Dissemination of individual results

Individual results from the research will not be available to respondents. However, all respondents will have access to the final research report should they wish to read it. The research study will also be available in the University library for access to all who would like to make use of the study and most importantly the participants will remain anonymous (Dunn, 2009).

3.13.6 Right to Respect Confidentiality and Privacy

Upholding an individual's rights to confidentiality and privacy is a central tenet to every researcher. To ensure that the right to confidentiality and privacy are respected it is important that the researcher gives all the research participants information about the study and how data will be used, what will be done with all the data they provide the researcher with (APA, 2000). All information/data that the researcher collects must remain confidential. Confidentiality means that the identity of the participants remains a secret (Weathington, Cunningham & Pittenger, 2010).

This also refers to the researcher's ability to control when and under what circumstances any other party will have access to the information gathered during the course of the study. The information collected during the study should be used only for the purposes stated by the researcher. Furthermore, no personal information about the individual participant will be made available or discussed without consent (Babbie & Mouton, 2001).

3.13.7 Anonymity

Participants will remain anonymous throughout the study. Neither names nor any identifiable demographic information on participants will be disclosed (Sales & Folkman, 2000). Furthermore, the raw data provided will not contain any names to ensure that participants' anonymity is retained. This means that the researcher will take it upon himself to ensure that anonymity of the research participants is maintained at all costs throughout the research and after the research.

3.14 CONCLUSION

Chapter three (3) of this research has dealt with how the whole research will be carried out. The chapter outlines the research route map consisting of themes such as research design, population and sampling techniques, data collection method and statistical analysis. It has also illustrated the data collection method and tool to be used, reflecting a summary of the questionnaire to be used.

Chapter 4:RESULTS

4.1 INTRODUCTION

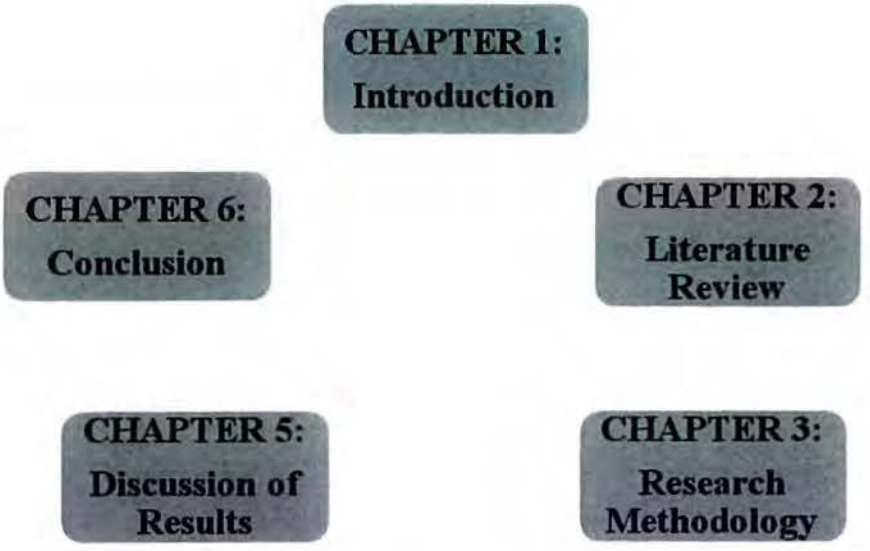

Figure 4-1: Chapter 4 in Context

This chapter presents the results obtained from the data analysis done by means of SPSS as per the research design and methodology discussed in Chapter 3. This chapter includes all results obtained from the empirical statistical tests run on the data with regards to the objectives set for the study together with the applicable hypotheses.

This chapter is structured in three distinct phases as follows:

- **Phase 1:** The presentation of the sample demographics and descriptive statistics.

- **Phase 2**: Analysis of the data measurement instruments, Talent Management Practices (TMP), Productive Organisational Energy Measure (PEM) and Intention to Quit (ITQ).
- **Phase 3:** Hypotheses testing

In what follows next, the demographic characteristics of the sample is presented as phase one of data analysis.

4.2 PHASE 1: SAMPLE DEMOGRAPHICS

The following section shows the demographics of the sample group used in this study with regard to the biographical information supplied by the respondents. The specific characteristics and attributes of the units of analysis that were collected through primary data collection are, firstly, the functions managers work for (e.g. Human Resources, Supply Chain Management, Sustainable Resources, Municipal Support, Community (SHEC), IT, etc.) and then their department within the specific function (Procurement, Health and Safety, Budgets, Persal, Conditions of Employment, Employee Wellness, special programmes etc.).

By stating one of these, the researcher was able to determine which function had the highest levels of work Talent Management, Organisational Energy and the Intention to Quit and which department in that function has the highest level. Unfortunately many employees did not fill in these fields and as a result this biographical information was left out of the data analysis part.

The sampling techniques utilised in the study resulted in a diverse group of respondents. Three hundred and forty eight (348) questionnaires were sent out in a large provincial government department. One hundred and forty (140) responses were originally received, a 40% response rate, only one hundred and twenty seven were useable (127), giving a final response rate of 36.49%. The following section provides more insight into the biographical composition of the sample group.

Table 4-1: Frequency Distribution for Gender

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	60	47.2	47.2	47.2
	Female	67	52.8	52.8	100.0
	Total	127	100.0	100.0	

According to the Table 4-1, the majority of the respondents in this study were females (52.8%) while males represented 47.2%of the respondents.

Table 4-2: Frequency Distribution for Marital Status

Marital status	Frequency	Percent	Valid Percent	Cumulative Percent
Single	62	48.8	48.8	48.8
Engaged/In a Relationship	15	11.8	11.8	60.6
Married	50	39.4	39.4	100.0
Total	127	100.0	100.0	

Table 4-2, showed that 48.8% of the respondents' were single, 39.4% were married and 11.8% were either in a relationship or engaged to be married.

Table 4-3: Frequency Distribution for Ethnicity

Ethnic group		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	African	113	89.0	89.0	89.0
	Coloured	5	3.9	3.9	92.9
	Indian	5	3.9	3.9	96.9
	White	4	3.1	3.1	100.0
	Total	127	100.0	100.0	

Table 4-4, shows the various ethnicities that were represented by respondents in the present study. The largest proportion of respondents was of African (89%) descent whereas the minority of the respondents were of Coloured and Indian (3.9%) descent followed by Whites (3.1%).

Table 4-4: Frequency Distribution of Home Language

Languages		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Afrikaans	6	4.7	4.7	4.7
	English	10	7.9	7.9	12.6
	Indigenous	111	87.4	87.4	100.0
	Total	127	100.0	100.0	

Table 4-4 above showed that the majority (87.4%) of the respondents speak indigenous languages as their home language. From the rest of the respondents 7.9% were English speaking and 4.7% were Afrikaans speaking people.

Table 4-5: Frequency distribution of Age

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29 years	42	33.1	33.6	33.6
	30-39 years	44	34.6	35.2	68.8
	40-49 years	28	22.0	22.4	91.2
	50-59 years	8	6.3	6.4	97.6
	60 years and more	3	2.4	2.4	100.0
	Total	125	98.4	100.0	
Missing	System	2	1.6		
Total		127	100.0		

Table 4-5 above indicated that 34.6% of the respondents in this study were aged between 30-39 years old. This was followed by 33.1% of the respondents being between the ages of 20 years and 29 years old. The results further showed that 22.0% of the respondents were between the ages of 40 and 49

years, with the minority of the respondents between the ages of 50-59 years (6.3%) and 60 years and above (2.4%).

Table 4-6: Frequency Distribution of Highest Qualifications

Qualification level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Years 12/Matric	5	3.9	3.9	3.9
	Certificate	11	8.7	8.7	12.6
	Diploma	22	17.3	17.3	29.9
	Advanced Diploma	14	11.0	11.0	40.9
	Bachelor's Degree	71	55.9	55.9	96.9
	Master's degree	3	2.4	2.4	99.2
	Doctorate	1	.8	.8	100.0
	Total	127	100.0	100.0	

Table 4-6 above indicates that 55.9% of employees in the organisation have obtained a Bachelor's degree as their highest level of qualification. . This is followed by 17.3% of the employees having obtained a Diploma and 11.0% a National Diploma in different fields of study. The minority of the respondents were in possession of a certificate (8.7%) Master's degree (2.4%); Doctoral Degree (0.8%) and Year 12/Matric (3.9%) as their highest level of educational qualification.

Table 4-7: Frequency Distribution of Job Levels

Level of Occupation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior Management	4	3.1	3.1	3.1
	Middle Management	25	19.7	19.7	22.8
	Lower Management	24	18.9	18.9	41.7
	Supervisory	27	21.3	21.3	63.0
	Operational	47	37	37	100.0
	Total	127	100.0	100.0	

Table 4-7 shows the job levels of all respondents to this study. The majority of the respondents indicated that they were employed in operational job levels (37%). Furthermore 21.3% of the

respondents held supervisory positions whereas 19.7% were employed in middle management positions and 18.9% in lower level management positions. Only 3.1% of the respondents held senior management positions.

Table 4-8: Frequency Distribution of the Number of Years of Work Experience

Years of Experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-10 years	79	62.2	62.2	62.2
	11-20 years	29	22.8	22.8	85.0
	21-30 years	13	10.2	10.2	95.3
	40 years and more	6	4.7	4.7	100.0
	Total	127	100.0	100.0	

The biographical information also took into consideration the number of years work experience the respondents had. The majority of the respondents (62.2%) had 0 to 10 years work experience. This was followed by 22.8% or respondents who had 11 to 20 years work experience. In addition 10.2% of the respondents had between 21 to 30 years work experience and 4.7% of the respondents have work experience of over 40 years and above.

Table 4-9: Frequency Distribution of the Number of Years of Service

Years of Service		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	102	80.3	81.0	81.0
	6.-10	16	12.6	12.7	93.7
	15-20	6	4.7	4.8	98.4
	20 and above	2	1.6	1.6	100.0
	Total	126	99.2	100.0	
Missing	System	1	.8		
Total		127	100.0		

Biographical data on number of years of service on current job shows that over 80.3% of the respondents had been working for a period of 0 to 5 years in their current jobs. Furthermore, Table 4-9 indicates that 12.6% of the respondents had 6 to 10 years of service in the current job. The minority of the respondents were employed between 15-20 years (4.7%) in their current job followed by two individuals (1.6%) who have been employed in their current jobs for 20 and more years.

Table 4-10: Frequency Distribution of Chances of Promotion

Chances (No.) of promotion		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	56	44.1	44.1	44.1
	1	30	23.6	23.6	67.7
	2	19	15.0	15.0	82.7
	3	14	11.0	11.0	93.7
	4	2	1.6	1.6	95.3
	5	5	3.9	3.9	99.2
	6	1	0.8	0.8	100.0
	Total	127	100.0	100.0	

Figure 4-10 above showed that 44.1% of the respondents had 0 chances of promotion over the last five years. Furthermore Figure 4-10, shows that 23.6% of the respondents had a single chance of promotion for the past five years. 15.0% of the respondents had got two chances of promotion while 11.0% of the respondents had 3 chances of getting promoted within the organisation over the past five years.

Table 4-11: Frequency Distribution of Basis of Employment

Basis of employment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	103	81.1	81.1	81.1
	Temporary	4	3.1	3.1	84.3
	Fixed-Term	18	14.2	14.2	98.4
	Hourly Paid	1	.8	.8	99.2
	Contract	1	.8	.8	100.0
	Total	127	100.0	100.0	

Biographical information in terms of basis of employment of the respondents showed that 81.1% were employed as permanent employees. Furthermore Table 4-11 indicated that 14.2% of the respondents were employed on a fixed term basis while 0.8% of the respondents were employed on hourly basis and on contract.

Table 4-12: Frequency Distribution of the Hours Worked Per Week

Hours Of Work Per Week		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 10	4	3.1	3.1	3.1
	11 – 20	2	1.6	1.6	4.7
	21 – 30	2	1.6	1.6	6.3
	31 – 40	34	26.8	26.8	33.1
	41 – 50	79	62.2	62.2	95.3
	51 or More	6	4.7	4.7	100.0
	Total	127	100.0	100.0	

The biographical information also considered the number of hours the respondents worked per week. Table 4-12 indicated that 79 (62.2%) of the respondents worked between 41 to 50 hours per week. Furthermore, 26.8% of the respondents worked between 31 to 40 hours per week. Additionally 4.7% of the respondents worked between 51 hours and more while 1.6% of the respondents worked between 11 to 20 hours and 21 to 30 hours per week respectively.

Table 4-13: Frequency Distribution of the Daily Hours Spent Travelling to and from Work

Hours Spent Travelling to Work		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1	123	96.9	96.9	96.9
	1 – 2	2	1.6	1.6	98.4
	3 – 4	1	.8	.8	99.2
	5 or more	1	.8	.8	100.0
	Total	127	100.0	100.0	

Additional to the number of hours worked per week the biographical information also focused on the time it takes the respondents to travel to and from work. Over 96.9% of the participants (Table 4-13) stated that it takes them less than an hour to travel to travel to and from work per day. 1.6% indicated that they travel between one (1) and two (2) hours a day, while 1 (0.8%) participants revealed that they travel three to four hours to travel to and from work, while 0.8% travelled for 5 or more hours to travel a day to get to and from work.

Table 4-14: The Frequency Distribution of Full Annual Leave Entitlement Used

Full Annual Leave		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	12	9.4	9.4	9.4
	Sometimes	44	34.6	34.6	44.1
	Always	71	55.9	55.9	100.0
	Total	127	100.0	100.0	

The final biographical question enquired about the participants annual leave entitlement used The majority of the respondents, 55.9%, stated that they always use all of their annual leave entitlement, while 34.6% of the participants stated they sometimes use their full entitlement of annual leave while 9.4% of the respondents mentioned that they never use their full entitlement of annual leave.

4.3 PHASE 2: RESULTS PERTAINING TO THE INSTRUMENTS

Following is the presentation on the demographics of the sample used in this research study presented as phase two, which will discuss the results pertaining to the data collection instruments.

The following section will present the results obtained from the measuring instruments. The measures are an adapted version of Human Capital Institute Assessment of nine Talent Management Practices, the Productive organisational Energy Measure (PEM) and the Intention to quit scale. Each measure is discussed in terms of its adequacy for analysis, factor analyses, reliability and descriptive statistics.

4.3.1 Results of the Human Capital Index

The emphasis in this section is placed on the statistical analysis of talent management practices data to determine the level at which the organisation values talent management practices. This is also used to determine the reliability of the instrument and data received from using the instrument. To achieve this outcome the following statistical techniques were used:

4.3.1.1 Sample Adequacy and Sphericity

The Sampling Adequacy and Sphericity of the Principal Component Analysis was determined by applying the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity to the inter-item correlation matrix of Talent Management Practices. The results of the KMO for Talent Management Practices are presented in Figure 4-15 below.

Table 4-15: KMO and Bartlett's test of inter-item correlation

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.897
Bartlett's Test of Sphericity	Approx. Chi-Square	3976.967
	Df	820
	Sig.	0.000

Table 4-15 above showed the results of Kaiser-Meyer-Olkin (KMO) and Bartlett's Test. According to Hair *et al* (2010), a KMO measure of 0.6 or above is considered acceptable for factor analysis. These authors further state that the Bartlett's Test of Sphericity should be significant ($p \leq 0.05$). Table 4-15 above, showed the KMO measure is 0.897. From the same Table, it is evident that the Bartlett's test of Sphericity is significant. Based on the results in Table 4-15 factor analyses can now be applied to the Human Capital Index.

4.3.1.2 Factor Analysis

Exploratory factor analyses using Principle Component Analyses was conducted on the 41 items of the Human Capital Index. The initial results showed that eight factors can be specified. However, close inspection of the component matrix showed that all the items loaded onto one factor. Exploratory factor analyses using Principle Component Analyses was conducted again on the HCI this time specifying one factor. The factor was labelled Talent Management Practices and explained 42.485 % of the variance. The results also showed acceptable loadings for each of the items. The results of the final factor analysis as well as the item loadings are reported in Tables 16 and 17 below.

Table 4-16: Total Variance Explained for HCI

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.570	42.854	42.854	17.570	42.854	42.854
2	2.338	5.702	48.555			
3	2.132	5.200	53.755			
4	1.591	3.881	57.636			
5	1.414	3.449	61.085			
6	1.270	3.096	64.182			
7	1.187	2.894	67.076			
8	1.046	2.552	69.628			
9	.983	2.399	72.027			
10	.938	2.289	74.315			
11	.870	2.121	76.436			
12	.768	1.872	78.308			
13	.749	1.828	80.136			
14	.674	1.644	81.780			
15	.625	1.524	83.305			
16	.598	1.460	84.765			
17	.545	1.330	86.095			
18	.515	1.256	87.350			

19	.475	1.159	88.509			
20	.428	1.044	89.554			
21	.401	.977	90.531			
22	.382	.932	91.463			
23	.373	.911	92.373			
24	.308	.752	93.125			
25	.306	.746	93.871			
26	.271	.660	94.531			
27	.265	.647	95.178			
28	.243	.593	95.771			
29	.216	.527	96.298			
30	.200	.487	96.785			
31	.181	.442	97.227			
32	.172	.420	97.647			
33	.170	.415	98.061			
34	.137	.333	98.395			
35	.131	.320	98.715			
36	.115	.281	98.996			
37	.105	.255	99.251			
38	.089	.217	99.468			
39	.083	.202	99.670			
40	.070	.170	99.840			
41	.066	.160	100.000			

Extraction Method: Principal Component Analysis.

Table 4-17: Component Matrix[a] for HCI

	Component		Component
	Talent Management		Talent Management
HCI1	.723	**HCI 22**	.648
HCI 2	.692	**HCI 23**	.636
HCI 3	.651	**HCI 24**	.704
HCI 4	.637	**HCI 25**	.730
HCI 5	.634	**HCI 26**	.702
HCI 6	.626	**HCI 27**	.587
HCI 7	.684	**HCI 28**	.751
HCI 8	.696	**HCI 29**	.729
HCI 9	.758	**HCI 30**	.718
HCI 10	.710	**HCI 31**	.654
HCI 11	.717	**HCI 32**	.724
HCI 12	.567	**HCI 33**	.538
HCI 13	.674	**HCI 34**	.671
HCI 14	.626	**HCI 35**	.664
HCI 15	.613	**HCI 36**	.701
HCI 16	.631	**HCI 37**	.648
HCI 17	.464	**HCI 38**	.620
HCI 18	.421	**HCI 39**	.583
HCI 19	.513	**HCI 40**	.633
HCI 20	.690	**HCI 41**	.581
HCI 21	.719		

Extraction Method: Principal Component Analysis.

4.3.1.3 Descriptive Statistics and Reliabilities of Talent Management

Descriptive statistics were used to explore the data. Figure 4-20 below provides the descriptive statistics of the talent management practices once the items have been grouped together after the Factor Analysis was conducted. A five-point scale ranging from "Poor (1) to Excellent (5)" was used. The mean values for the respondents ranged between 2.2224 and 2.8209. This indicates that respondents tended to have answers which fell toward but below the middle of the range. This means

that the respondents perceive that Talent Management Practices within the organisation are currently only fairly to averagely applied.

Table 4-18: Descriptive Statistics for HCI

	Mean	Std. Deviation	Skewness	Kurtosis	Cronbach's Alpha
Talent Management	2.6165	.71930	.417	-.758	0.966
Sub-Scales					
Management Commitment	2.5150	.93249	-.013	-1.078	0.898
Talent Review Process	2.4961	.91090	.138	-1.017	0.888
Workforce Planning	2.7433	.91405	-.195	-1.032	0.867
Staffing	2.7303	.76933	.105	.012	0.723
Talent Acquisition	2.7657	.89739	.316	-.515	0.851
Talent Commitment	2.8209	.90955	.319	-.132	0.827
Talent Development	2.7654	.94318	.299	-.657	0.878
Performance Management	2.5039	.82379	.089	-1.025	0.829
Talent Retention	2.2224	.97551	.634	-.449	0.877
Valid N (listwise)					

Table 4-18 above provides an overview of the number of valid cases (N=127) per group for each of the nine grouped talent management practices, measures of central tendency and dispersion. The sample group consists of a total of 127 respondents. The Standard Deviation values for the group ranges between 0.71930 and 0.97551, indicating a relatively small degree of dispersion. The skewness values for the group range between -.013 and .634, indicating a positively skewed distribution. The kurtosis values for the range are between -1.017 and 0.012.

The overall scale for Talent Management shows excellent reliability with a Cronbach's Alpha of 0.966. The Cronbach's Alpha Coefficients for the Talent Management sub-scales ranged from 0.723

for Staffing to 0.898 which indicates an acceptable to an excellent reliability for the sub-scales (Field, 2009).

4.3.1.4 Current Application versus Importance of Talent Management Practices

Next an analysis was done to determine whether a gap exists between the employees current perception of the application of Talent Management Practices in comparison to the importance they attach to the respective Talent Management Practices. The results are reported in Table 4-19 and Graph 4.1 below.

Table 4-19: Gap Analyses: Current Application versus Importance of Talent Management Practices

Talent Management Practices	Current	Importance	Gap
Management Commitment	2.515	4.4079	-1.8929
Talent Review Planning	2.4961	4.2992	-1.8031
Workforce Planning	2.7433	4.3701	-1.6268
Staffing	2.7303	4.3189	-1.5886
Talent Acquisition	2.7657	4.3760	-1.6103
Talent Commitment	2.8209	4.3642	-1.5433
Talent Development	2.7654	4.5228	-1.7574
Performance Management	2.5039	4.3953	-1.8914
Talent Retention	2.2224	4.4291	-2.2067

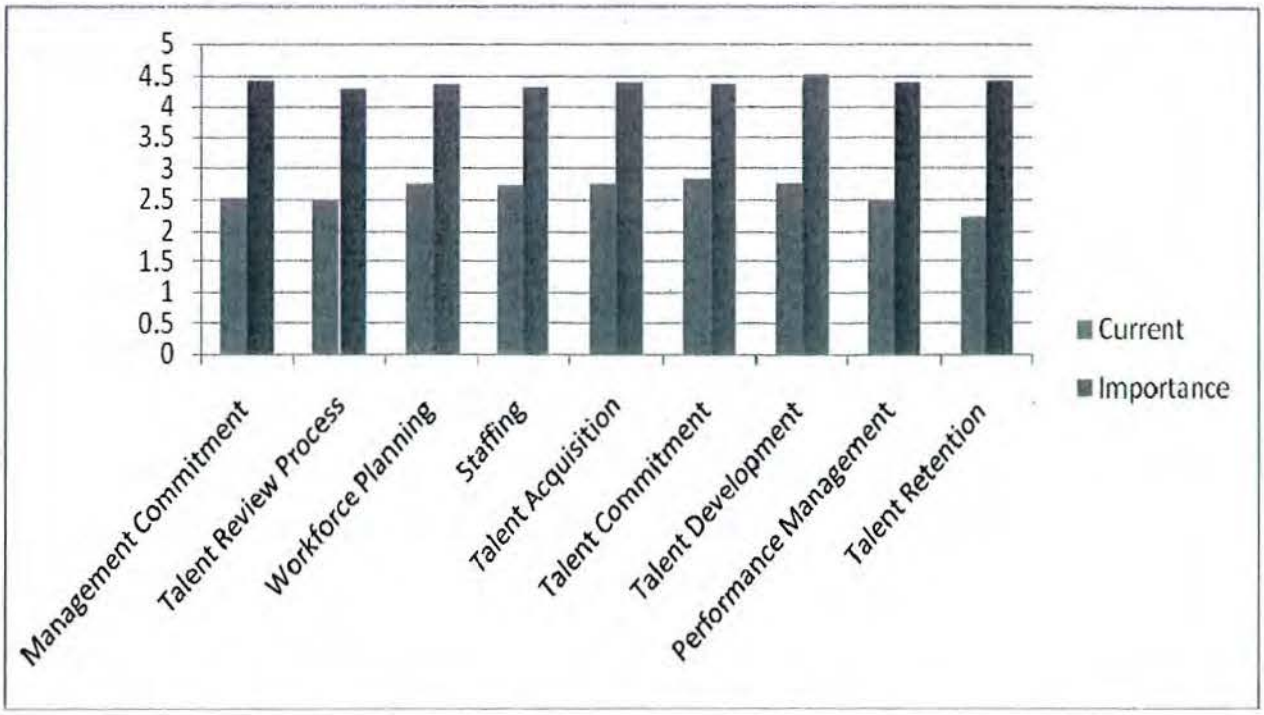

Figure 4-2: Gap Analysis – Current versus Importance of Talent Management Practices

The results showed that on average the respondents indicated that all the Talent Management Practices are important. It is also evident from the results that large gaps exist between the respondents' perceptions of the current application of Talent Management Practices compared to the importance thereof. The largest gaps were observed between Talent Retention Practices, Management Commitment, Talent Review Process and Performance Management.

4.3.1.5 Summary of Results

To conclude the information presented in the section 4.3, the results of the statistical analysis of Talent Management Items can be summarised as follows:

- The KMO of the Sampling Adequacy and Sphericity inter-item correlation was at a satisfactory level and there was a significant correlation between the items according to the Bartlett's Sphericity test.
- The Principal Component Analysis (PCA) was run and it was determined according to the Principle Axis Factor Analysis showed one factor talent management.

- The overall value of Cronbach's Alpha indicates an excellent level of reliability for talent management and acceptance of the one resultant factor.
- And the reliability statistics for all the sub-scales were between good and excellent.
- All Talent Management Practices were viewed as highly important as perceived by the respondents
- The results indicate that there was a large gap between the current application of Talent Management Practices and level of importance with regards to Talent Management Practices.
- There is a large gap between the current application of Talent Retention and its level of importance as perceived by respondents.

4.3.2 Results for Productive Organisational Energy

In this section, emphasis is placed on the statistical analysis of Productive Organisational Energy (POE) within provincial government department. Statistical analysis will also is be used to determine the reliability of the instrument and data received from using the instrument. For the researcher to achieve this abovementioned outcome the following statistical techniques were employed: The KMO Measure of Sampling Adequacy and Bartlett's Test of Sphericity; The second Factor Analysis; The Principal Component Analysis and Reliability Analysis of the whole data received from the questionnaire.

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4.3.2.1 Sample Adequacy and Sphericity

The Sampling Adequacy and Sphericity of the Principal Component Analysis was determined by applying the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity to the principal component analysis of POE. The results of the KMO for POE are presented in Table 4-20 below.

Table 4-20: KMO and Bartlett's test for inter-item correlation

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.915
Bartlett's Test of Sphericity	Approx. Chi-Square	1406.251
	Df	91
	Sig.	.000

Table 4-20 above, showed the Kaiser-Meyer-Olkin (KMO) and Bartlett's Test. According to Hair *et al* (2010), a KMO measure of 0.6 or above is considered acceptable for factor analysis. These authors further stated that the Bartlett's Test of Sphericity should be significant ($p \leq 0.05$). Table 4-20 above, showed the KMO measure is 0.915. From the same Table, it is evident that the Bartlett's test of Sphericity is significant. Based on the results in Table 4-20 factor analyses can now be applied to the Human Capital Index.

4.3.2.2 Factor Analysis

A Principal Component Analysis was conducted on 14 items of POE using the Oblimin with Kaiser Normalisation method. From the initial results it was clear that three (3) factors (dimensions) could be specified for POE. However a closer inspection of Table 4-21 below, shows that two factors had equal share of five items each whilst the third factor had the least items of the remaining four items.

The three specified factors were; Behavioural, Affective and Cognitive which are the three dimensions of POE and they explain 75.417% of the variance. The results of the factor analysis as

well as the Factor Matrix are shown below in Table 4-21 and Table 4-22. The item loadings are acceptable for the three dimensions of POE.

Table 4-21: Total Variance Explained for POE

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	8.090	57.788	57.788	8.090	57.788	57.788	6.514
2	1.576	11.255	69.043	1.576	11.255	69.043	6.201
3	.892	6.375	75.417	.892	6.375	75.417	5.565
4	.659	4.704	80.122				
5	.550	3.925	84.047				
6	.400	2.857	86.904				
7	.351	2.505	89.409				
8	.282	2.014	91.423				
9	.271	1.933	93.356				
10	.235	1.682	95.038				
11	.222	1.585	96.624				
12	.195	1.391	98.015				
13	.155	1.109	99.124				
14	.123	.876	100.000				

Extraction Method: Principal Component Analysis.

Table 4-22: Factor Matrix for POE

	Component		
	Behavioural	Affective	Cognitive
POE1	.079	**.806**	-.016
POE2	.174	**.835**	-.079
POE3	.060	**.862**	.005
POE4	-.191	**.951**	.091
POE5	.034	**.820**	.023
POE6	**.836**	.081	-.001
POE7	**.852**	.108	-.053
POE8	**.789**	.051	.108
POE9	**.594**	.033	.283
POE10	**.788**	-.039	.014
POE11	.422	.010	**.579**
POE12	-.119	.047	**.953**
POE13	.161	.074	**.684**
POE14	.087	.000	**.783**

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

4.3.2.3 Second Order Factor Analysis of POE

A second order factor analysis was conducted to specify POE. Principal Component Analysis using the Principal Component Method was performed on the three factors (dimensions) as shown below. Cognitive and Behavioural factors were loaded into Affective factor. The factor was explained by the 77.482% of the variance as indicated in Table 4-23 and Table 4-24 below. The Factor loadings were acceptable as POE factor.

Table 4-23: Total Variance Explained for POE

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.324	77.482	77.482	2.324	77.482	77.482
2	.437	14.569	92.051			
3	.238	7.949	100.000			

Table 4-24: Component Matrix for POE

	Component
	1
Affective	.836
Behavioural	.913
Cognitive	.890

Extraction Method: Principal Component Analysis.

4.3.2.4 Descriptive Statistics and Reliabilities of POE

Descriptive statistics were used to explore the data. Table 4-25 below provides the item descriptive statistics of POE once the items have been grouped together before the Factor Analysis was conducted.

Table 4-25: Descriptive Statistics for POE

	Mean	**Std. Deviation**	**Skewness**	**Kurtosis**	**Cronbach's Alpha**
POE	3.0343	.76194	.180	-.670	0.942
Affective	2.8598	.79893	.468	-.372	0.824
Behavioural	3.2094	.87391	-.159	-.714	0.885
Cognitive	3.0335	.92118	.258	-.444	0.900
Valid N (listwise)					

A five-point response scale ranging from "Strongly Disagree or Never (1)" to "Strongly Agree or Frequently if not Always (5)" was used. The overall mean for Productive Organisational Energy (Affective, Behavioural and Cognitive) was 3.0343. This indicates a climb from the Strongly Disagree to Strongly Agree answer range. These suggest that most respondents to this study Disagreed with the statements and experience a relatively average level of Productive Organisational Energy.

The overall Standard Deviation for Productive Organisational Energy was 0.76194, indicating an acceptable degree of dispersion. The skewness value for the group was 0.180, indicating a positively skewed distribution. The kurtosis value was -0.670. The Cronbach's Alpha Coefficient for Retention is 0.942 which suggests that the overall value is at a good level of reliability, therefore it can be said that Retention is at a good level of reliability.

4.3.2.5 Summary of Results

To conclude the information presented in the preceding section (section 4.3), the results of the statistical analysis of POE can be summarised as follows:

- The KMO of the Sampling Adequacy and Sphericity inter-item correlation was at a high level and there was a significant correlation between the items according to the Bartlett's test.
- The total variance explained maintained the three factors of POE when using the Principal Component Analysis.
- The PCA was run and it was determined according to the Principle Axis Factor Analysis using The Direct Oblimin Rotation that there was one main factor. The main factor had 77.482% of the cumulative variances.
- The overall value of Cronbach's Alpha indicates an excellent level of reliability for productive organisational energy.

4.3.3 Results on Employees Intention to quit

The emphasis of this section is placed on the statistical analysis of Intention to Quit (ITQ) data to determine the levels of ITQ within the provincial government department. This is also used to

determine the reliability of the instrument and data received from using the instrument. To achieve this outcome the following statistical techniques were employed: The Keyser-Meyer Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity; Principal Components Analysis and Reliability Analysis of the factors based on the questionnaire

4.3.3.1 Sample Adequacy and Sphericity

The Sampling Adequacy and Sphericity of the inter-item correlation matrix was determined by applying the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity to the principal component analysis of ITQ. The results of the KMO for ITQ are presented in Table 4-26 below.

Table 4-26: KMO & Bartlett's Test for ITQ

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.676
Bartlett's Test of Sphericity	Approx. Chi-Square	153.177
	Df	3
	Sig.	.000

As evidenced in Table 4-26 above, the KMO measure verified the sampling adequacy for factor analysis, since the value of KMO is 0.676 which is slightly above the 0.6 cut off point set by Pallant (2001). Bartlett's Test of Sphericity was significantly less than 0.05 ($p \leq 0.05$), indicating correlations between items was sufficiently large for a factor analysis. Thus the sample is suitable for further analysis by means of factor analysis.

4.3.3.2 Factor Analysis

An exploratory factor analysis was conducted using the Principal Component Analysis. The extraction method was performed on three items of Intention to Quit (ITQ). The results showed that one factor can be specified. The one specified factor explained 73.999% of the variance. The results of the factor analysis as well as the Factor Matrix are shown below in Table 4-27 and Table 4-28.

Table 4-27: Total Variance Explained for ITQ

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.220	73.999	73.999	2.220	73.999	73.999
2	.535	17.822	91.821			
3	.245	8.179	100.000			

Table 4-28: Component Matrix for ITQ

	Component
	Intention to Quit
ITQ1	.783
ITQ2	.900
ITQ3	.892

Extraction Method: Principal Component Analysis.

4.3.3.3 Descriptive Statistics and Reliability of ITQ

Descriptive statistics were used to explore the data. Table 4-29 below provides item descriptive statistics of ITQ once the items have been grouped together before the Factor Analysis was conducted. Table 4-29 below provides an overview of the number of valid cases (N) per group for the grouped items, as well as the measure of central tendency and dispersion. The sample group consists of a total of 127 respondents. A seven-point response scale ranging from "Strongly Disagree (0)" to "Strongly Agree (6)" was utilised. The mean value for the respondents was 3.9291. This indicates that respondents to slightly agree in terms of their intention to quit the organisation.

Table 4-29: Descriptive Statistics for ITQ

	N	Mean	Std. Deviation	Skewness	Kurtosis	Cronbach Alpha
Quit	127	3.9291	1.58400	-.848	.062	0.823
Valid N (listwise)	127					

Standard Deviation values for group range was 1.58400, indicating a medium degree of dispersion. The skewness value for the group was -0.848, indicating a slightly positively skewed distribution. The kurtosis value for the range was 0.062. The Cronbach's Alpha Coefficient for ITQ was 0.823 which suggests that the overall value is at a good level of reliability, therefore it can be said that ITQ is at a good level of reliability.

4.3.3.4 Summary of Results

To conclude the information presented in the preceding section (section 4.3), the results of the statistical analysis of the ITQ can be summarised as follows:

- The KMO of the Sampling Adequacy and Sphericity inter-item correlation was at an acceptable level with the result of 0.676 and there was a significant correlation between the items according to the Bartlett's test.
- The PCA was run and it was determined according to the Principle Axis Factor Analysis through running The Direct Oblimin Rotation that there was one main factor, which had 73.999% of the cumulative variances.
- The overall value of Cronbach's Alpha indicates a good level of reliability for intention to quit.

4.4 PHASE 3: TESTING OF HYPOTHESES

For the purposes of this research study eleven hypotheses were formulated. The statistical tests run for these hypotheses are briefly discussed below.

4.4.1 Hypothesis 1

H_1: Talent Management has a positive effect on Productive Organisational Energy

A linear regression analysis was carried out on the data to assess whether there is a relationship between Talent Management and Productive Organisational Energy dimensions, namely the Affective Energy, Behavioural Energy and Cognitive Energy. The results of the regression analysis are presented in Table 4-30 below.

Table 4-30: Regression Analyses between TMP and POE Dimensions

Model	Unstandardized Coefficients		Standardised Coefficients	t	P (Sig)	R	R^2	ΔR^2
Talent Management and Affective Energy								
	B	**SE**	**Beta**			.649[a]	.422	.417
(Constant)	.973	.205		4.746	0.000			
Talent Management	.721	.076	.649	9.546	0.000			
Talent Management and Behaviour Energy								
	B	**SE**	**Beta**			.465[a]	.216	.213
(Constant)	1.582	.253		6.247	.000			
Talent Management	.622	.093	.512	6.664	.000			
Talent Management and Cognitive Energy								
	B	**SE**	**Beta**			.545[a]	.297	.291
(Constant)	1.208	.261		4.637	0.000			
Talent Management	.698	.096	.545	7.261	0.000			

The results in Table 4-28 indicate that Talent Management is a significant predictor of all three dimensions of Productive organisational energy. Talent Management is a significant predictor of Affective Energy ($(r_{(df=127;\ p \leq 0.05)} = 0.649$, large effect). The relationship was positive. Talent Management is a significant predictor of Behavioural Energy ($r_{(df=127;\ p \leq .005)} = 0.465$, medium

effect). The relationship was positive. Finally Talent Management is a significant predictor of Cognitive Energy ($r_{(df=127;\ p\leq.005)} = 0.545$, large effect).

4.4.2 Hypothesis 2

H_2: Talent Management has a negative effect on Employees Intention to Quit the Organisation

A simple linear regression analysis was conducted on collected data to assess whether there is an existing relationship between Talent Management and Intention to Quit. The results of the regression analysis are presented in Table 4-31.

Table 4-31: Regression Analyses between TMP and ITQ

Model	Unstandardized Coefficients		Standardised Coefficients	t	P (Sig)	R	R^2	ΔR^2
Talent Management and Intention to Quit								
	B	**SE**	**Beta**			.401[a]	.161	.154
(Constant)	6.238	.490		12.743	0.000			
Talent Management	-.883	.180	-.401	-4.890	.000			

The results in Table 4-31 indicate that Talent Management is a significant predictor of Intention to Quit. Talent Management is a significant predictor of Intention to Quit (($r_{(df=127;\ p\leq 0.05)} = 0.401$, large effect). The relationship was between Talent Management Practices and Intention to Quit was negative (t= -4.890). Thus the more the organisation emphasizes Talent Management the less the employees' intention to quit. From the above, it the hypothesis is thus accepted.

4.4.3 Hypothesis 3

H_3: Productive Organisational Energy has a negative effect on employees' Intention to Quit

A simple linear regression analysis was conducted on collected data to assess whether there is an existing relationship between Productive Organisational Energy and Intention to Quit. The results of the regression analysis are presented in Table 4-32.

Table 4-32: Regression Analysis between POE and ITQ

Model	Unstandardized Coefficients		Standardised Coefficients	t	P (Sig)	R	R^2	ΔR^2
Affective Energy and Intention to Quit								
	B	**SE**	**Beta**			.342[a]	.117	.110
(Constant)	5.870	.495		11.869	0.000			
Affective Energy	-.679	.167	-.342	-4.074	0.000			
Behaviour Energy and Intention to Quit								
	B	**SE**	**Beta**			.323[a]	.104	.097
(Constant)	5.810	.510		11.388	.000			
Behaviour Energy	-.586	.153	-.323	-3.819	.000			
Cognitive Energy and Intention to Quit								
	B	**SE**	**Beta**			.366[a]	.134	.127
(Constant)	5.840	.454		12.878	.000			
Cognitive Energy	-.630	.143	-.366	-4.403	.000			

The results in Table 4-32 indicate that Productive Organisational Energy (all three dimensions) is a significant predictor of Intention to Quit. Affective Energy is a significant predictor of Intention to Quit (($r_{(df=127;\ p \leq 0.05)} = 0.342$, large effect). The relationship between Affective Energy and Intention to Quit was negative (t=-4.074). Behaviour Energy is a significant predictor of Intention to Quit (($r_{(df=127;\ p \leq 0.05)} = 0.323$, large effect). The relationship between Behavioural Energy and Intention to quit is negative (t=-3.819). Cognitive Energy is a significant predictor of Intention to Quit. The relationship between cognitive energy and intention to quit is negative (t=-4.403) Thus the more the organisation emphasizes Productive Organisational Energy the less the employees' intention to quit. From the above, the hypothesis is thus accepted.

4.4.4 Hypothesis 4

H_4: Productive Talent Management does not mediate the relationship between Productive Organisational Energy and Employee Intention to Quit

A multiple regression analysis was conducted on collected data to assess whether Talent Management mediates the relationship between Productive Organisational Energy and Intention to Quit. The results of the regression analysis are presented in Table 4-33.

Table 4-33: Mediation Analyses for TM, POE and ITQ

Mode	Unstandardized Coefficients		Standardized Coefficients	t	P (Sig)	R	R^2	ΔR^2
	B	SE	Beta					
Talent Management (TM) and Intention to Quit (ITQ)								
Summary						.401[a]	.161	.154
(Constant)	6.238	.490		12.743	.000			
TM	-.883	.180	-.401	-4.890	.000			
Talent Management (TM) and Productive Organisational Energy (POE)								
Summary						.437[a]	.191	.178
(Constant)	6.831	.555		12.301	.000			
TM	-.561	.232	-.255	-2.418	.017			
POE	-.473	.219	-.227	-2.157	.033			
Talent Management (TM), Productive Organisational Energy (POE) and Intention to Quit								
Summary						.438[a]	.192	.172
(Constant)	6.183	2.059		3.003	.003			
TM	-.301	.830	-.137	-.362	.718			
POE	-.269	.660	-.129	-.407	.684			
TMPx POE	-.079	.240	-.198	-.327	.744			

From Table 4-33 above, it is evident that Perceived Talent Management explains 16.1% of the variance in Intention to Quit, whilst TM and POE combined explains 19.1% of the variance in Intention to Quit. However a closer inspection of Table 4-33, reveals that adding the interaction of TM and POE in the multiple regression analyses did not result in a significant increase in the explained percentage of variance in Intention to Quit. One can therefore conclude that Talent

Management does not mediate the relationship between Productive Organisational Energy and Intention to Quit.

4.4.5. Summary of Results

To conclude the information presented in the preceding section, the results of the statistical analysis of the relationship between Talent Management, Productive Organisational Energy and the Intention to Quit can be summarised as follows:

- There is a statistically significant relationship between the Talent Management and Productive Organisation Energy dimensions, based on the results of a Multiple Regression analysis.
- Talent Management is a statistically significant predictor of Productive Organisational Energy based on the results of a Multiple Regression analysis.
- Based on the results of a Simple Linear Regression analysis there is a statistically significant relationship between Talent Management and Intention to Quit
- Talent Management is a statistically significant predictor of Intention to Quit, which was determined from the results of a Simple Linear Regression analysis.
- According to the results of a Simple Linear Regression analysis it has been determined that there is a statistically significant inversely proportional relationship between Talent Management and Intention to Quit, thus the more any organisational focuses on talent management the less employees' intent to quit the organisation.
- Based on the Multiple Regression analysis conducted it was determined that Talent Management was not a statistically significant mediator for the relationship between Talent Management, Productive Organisational Energy and Intention to Quit.

Chapter 5:DISCUSSION OF RESULTS

5.1 INTRODUCTION

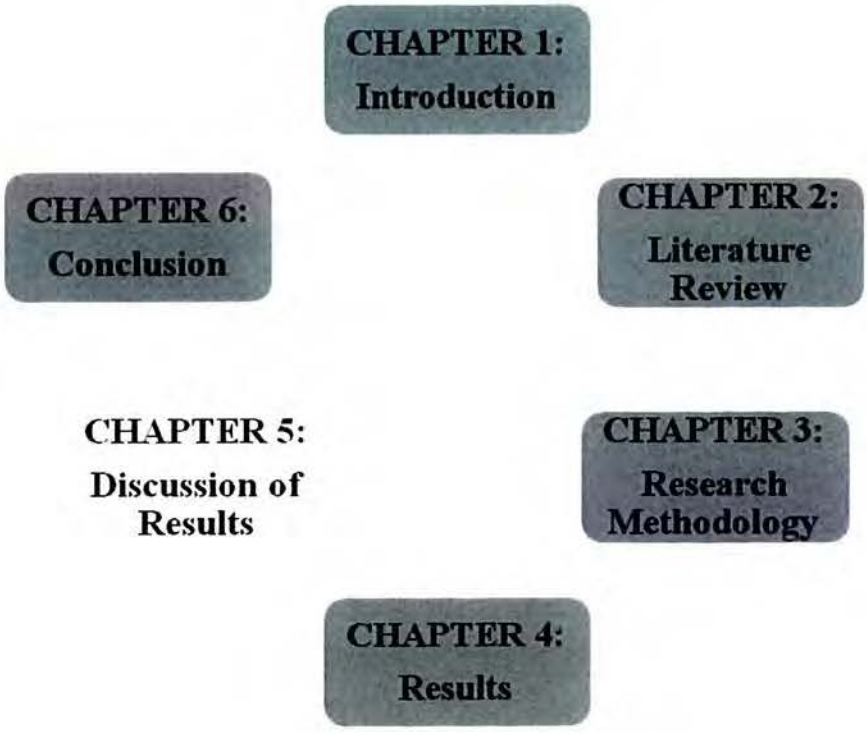

Figure 5-1: Chapter 5 in Context

This chapter presents the discussion and interpretation of the results presented in chapter 4. As stated in the purpose statement of this study, this quantitative study has the purpose of investigating the relationship between Talent Management, Productive Organisational Energy and Intention to Quit of Employees in a local government institution. From the main research objective the following specific research objectives were added based on the measurements in this study.

- To determine the current level of Talent Management Practices in the organisation;
- To determine the level of importance of Talent Management Practices as perceived by the employees;

- To determine the extent to which there is a gap between the current level of Talent Management practices and the importance thereof as perceived by the employees;
- To determine the current level of Productive Organisational Energy of employees;
- To determine the extent to which employees want to quit their current organisation;
- To determine the interactive relationship between the current level of Talent Management Practices and employees' Productive Organisational Energy in the organisation;
- To determine the interactive relationship between Talent Management Practices and Employee's intention to quit the organisation;
- To determine the interactive relationship between Productive Organisational Energy and employees' Intention to quit the organisation;
- To determine whether Productive Organisational Energy mediates the relationship between Talent Management Practices and employees' Intention to Quit.
- In what follows next, the results of the research are discussed per research objective.

5.1.1 Research Objective 1: To determine the current level of Talent Management Practices in the organisation

The results showed that employees perceived that in general Talent Management practices are only moderately applied in the organisation. The Talent Management Practices that seemed most problematic included Talent Retention Practices, Performance Management and Management Commitment. The results are in line with previous research that suggests that Talent Management practices are only fairly to moderately applied in South African organisations (see Barkhuizen & Stanz, 2010; Du Plessis et al. 2010; Pienaar & Barkhuizen, 2012; Stanz, Barkhuizen & Welby-Cooke, 2012; Barkhuizen & Veldtman, 2012). The results of the low Management Commitment to Talent Management practices is concerning. Previous research has showed that a leader's Talent Mindset has an important impact on employees' decision to leave the organisation (Du Plessis et al. 2010; Barkhuizen & Veldtman, 2012).

5.1.2 Research Objective 2: To determine the level of importance of Talent Management Practices as perceived by the employees

The results from chapter four showed that the levels of importance of Talent Management Practices are high as perceived by the employees in the organisation. The Talent Management Practices that seemed the highest in terms of importance included Talent Development, Talent Retention and Management Commitment. The results of this study are in line with previous research studies that the level of importance of Talent Management Practices is either high or critical in South African Organisations (Barkhuizen & Veldtman, 2012).

The relevance for talent management from a South African perspective is that those individuals deemed to be exceptional in the organisation can benefit from being provided with tools, and processes to learn, grow and remain engaged with their current organisation competitors (Ntonga, 2007). In addition they also get the opportunity to be proactive in shaping their careers with the organisation and enable it to maintain a competitive advantage over its competitors.

5.1.3 Research Objective 3: To determine the extent to which is there a gap between the current level of talent management practices and the importance thereof as perceived by the employees

The results showed that there is a large gap between the current applications of Talent Management Practices within the organisation compared to the employee's perceptions of the importance of the Talent Management practices. The largest gaps were observed between Talent Retention, Management Commitment, Talent Development and Talent Review Planning in descending order. The results confirm the results of previous studies where large gaps were also perceived between the current application of Talent Management practices and the importance thereof (Barkhuizen & Veldtman, 2012).

It is important for any organisation to manage its talented workforce. This is quite simple because talented employees do not leave their organisation, they leave their managers. In order to have high Talent Retention, the organisation's focus should be on how well management has been developed

and trained in the identification, hiring, development, and retention of talent, not focused on the individual (Meyer, 2005).

5.1.4 Research Objective 4: To determine the Current level of Productive Organisational Energy of Employees

The results showed that the current level of Productive Organisational Energy of employees was neutral. The results are line with Cuff and Barkhuizen (2012) who also found moderate levels of productive organisational energy among employees in another South African study. Based on the results strategies can be developed by which the concerned company can successfully increase, adjust or maintain its energy (Bruch, in press; 2011). Organisations differ greatly in their ability to generate and maintain organisational energy. Productive organisational energy is seen to support growth, change, and innovation. It is associated with prospering organisations. Despite its relevance to organisations, there are still many open questions regarding the construct of energy, its antecedents, its effects, and the implications for leadership in organisations (Bruch and Vogel, 2006).

5.1.5 Research Objective 5: To determine the extent to which employees want to quit their current organisation

The results from chapter four showed the extent to which employees in the organisation intend to quit. The results showed that employees' in the organisation slightly agree that they had intentions to quit. Intentions are, according to researchers such as Ajzen and Fishbein (1980) and Igbaria and Greenhaus (1992), the most immediate determinants of actual behaviour (Firth et al., 2004).

This therefore means that if the respondents to the study have intentions to leave the organisation, they have actively started looking for alternative employment and thus the organisation as a result loses out on its talented workforce. Intention to quit an organisation occurs when too many demands are placed on an individual (in this case employees) or when preceding conditions (talent management, organisational energy, etc.) are perceived as being positively related to wanting to leave the organisation, (Firth et al., 2004).

5.1.6 Research Objective 6: To determine the interactive relationship between the current level of Talent Management Practices and employees' Productive Organisational Energy in the organisation

The results showed that Talent Management is a significant predictor of Productive Organisational Energy. The relationship was positive which means that Talent Management, when well applied can increase the productive organisational energy of employees. The effect however was small. This may be a function of the fact that employees perceived that talent management practices are only moderately applied in the organisation. The results confirm previous research of Barkhuizen and Stanz (2010) that Talent Management can increase the levels of energy within organisations.

This result confirmed Hypothesis 1.

5.1.7 Research Objective 7: To determine the interactive relationship between Talent Management Practices and employees' Intention to Quit the organisation

The results showed that Talent Management practices are a significant predictor of intention to quit. The relationship was negative, which means the weaker Talent Management practices are applied within the organisation, the more likely employees are willing to leave the organisation. The results confirm previous South African studies where talent management practices were found to be a significant predictor of employees' intention to quit (Barkhuizen & Veldtman, 2012; Du Plessis et al., 2010).

This result confirms Hypothesis 2.

5.1.8 Research Objective 8: To determine the interactive relationship between Productive Organisational Energy and Employee's Intention to quit the organisation

The results showed that all three dimensions of productive organisational energy are a significant predictor of employees' intention to quit the organisation. The relationship between the three dimensions and intention to quit was negative which means that the higher the level of productive organisational energy, the lower the employees' intention to quit will be. This is a new finding. More

research is needed to explain the relationship between productive organisational energy and turnover intentions of employees.

This result confirms Hypothesis 3.

5.1.9 Research Objective 9: To determine whether Productive Organisational Energy mediates the relationship between Talent Management and employees' Intention to Quit

The results showed that Productive Organisational Energy does not mediate the relationship between Talent Management Practices and Intention to Quit. This is a new result. More research is needed to explain the relationship between Talent Management, Productive Organisational Energy and Intention to Quit.

This result confirms Hypothesis 4.

5.2 CONCLUSION

This chapter provided a detailed discussion of the results of the research based on the research objectives that were formulated. The results in short showed that Talent Management Practices are only moderately applied in the organisation and that a large gap exists between current practice and perceived importance of the practices. Significant relationships were found between Talent Management and Productive Organisational Energy, Talent Management and Intention to Quit, and Productive Organisational Energy and Intention to Quit. No mediation relationship exists between Talent Management, Productive Organisational Energy and Intention to Quit.

The following chapter will provide an overview of the research study in its entirety, and will discuss the conclusions, limitations and possible future research areas associated with the study.

Chapter 6:CONCLUSION, LIMITATIONS, AND RECOMMENDATIONS

6.1 INTRODUCTION

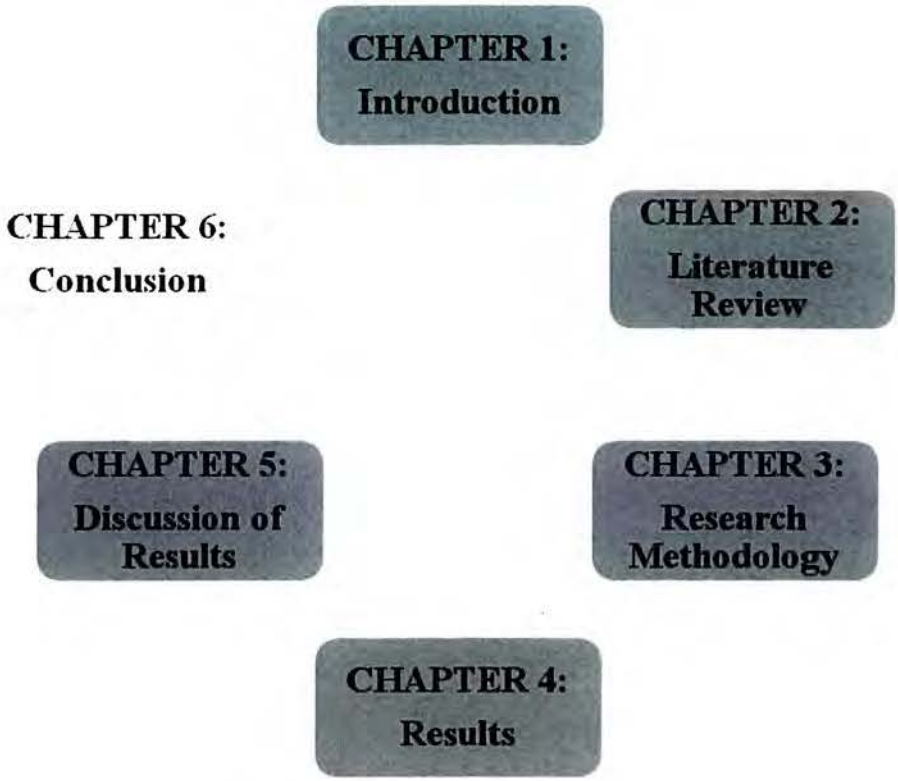

Figure 6-1: Chapter 6 in Context

This final chapter presents a summary of the whole study. The discussion of the significance of the study, findings gathered from the literature as well as empirical results is offered. The limitations of the study are also discussed and recommendations are made for further study on the topic.

6.2 OVERVIEW OF THE STUDY

The following section will discuss the purpose of the study, the main research objectives in the study and finally it will give an overview of the contents of the study.

6.3 PURPOSE OF THE STUDY

The main purpose of the study was to investigate the relationship between Talent Management, Productive Organisational Energy and Intention to Quit within the North West Provincial Department.

6.3.1 Research Objectives

The objectives of this study were:

- To determine how employees perceive the current level of Talent Management Practices in the Organisation
- To determine the level of importance of Talent Management Practices as perceived by the employees.
- To determine the extent of the gap between the current level of Talent Management practices and the importance thereof as perceived by the employees.
- To determine the current level of Productive Organisational Energy of employees.
- To determine the extent to which employees want to quit their current positions in the North West Provincial Department.
- To determine the interactive relationship between the current level of Talent Management Practices and employees' Productive Organisational Energy in the organisation.
- To determine the interactive relationship between Talent Management Practices and employees' intention to quit from the organisation.
- To determine the interactive relationship between Productive Organisational Energy and employees' Intention to quit the organisation.
- To determine whether productive organisational energy mediate the relationship between Talent Management Practices and employees' Intention to Quit.

6.4 CONTENT OF THE STUDY

Chapter 1: Introduction

This chapter served the purpose of introducing the relationship between Talent Management, Productive Organisational Energy and Intention to Quit. This chapter also provided the motivation for the research study by highlighting the research problem statement and research objectives. An

indication of the importance and benefits of the research study was given, before the chapter concluded with a list of definitions and abbreviations frequently used in the study.

Chapter 2: Literature Review

The purpose of this chapter was to outline literature overview of all the concepts, and theoretical aspects of the individual concepts of the study. Under each concept, the different characteristics that made up the concepts in this study were discussed. This chapter ended with a summary of the contents or the chapter. The following concepts were discussed with regards to this study:

- Talent Management Practices
- Productive Organisational Energy dimensions and
- Employees' Intention to Quit.

Chapter 3: Research Methodology

This chapter comprised of a detailed discussion of the research design and methods which were selected as the framework through which the research questions of the study were answered. This chapter started with an overview of the research paradigm of the study, before a description of the strategy of inquiry and broad research design was given.

A discussion the sampling strategies and techniques employed in the study was then given and the data collection methodology was presented. Reliability and validity of the research were considered and thereafter ethical considerations related to the study were contemplated.

Chapter 4: Data Analyses

The focus of this chapter was on the discussion of the results and findings of the entire study pertaining to statistical analysis presented. The chapter was then divided into three sections namely; Biographical information, Statistical analyses and Hypothesis testing.

The chapter began with a discussion on the biographical information that was collected during the data collection phase of the study. The next phase of the chapter involved discussing the statistical analysis of the different concepts involved in the study. The final section of the chapter (better known as phase 3) discussed the different relationships of the study through the hypotheses developed and stated in chapter one.

Chapter 5: Discussion of Results

This chapter provide a review of the study, summarised and discussed the key empirical results obtained in Chapter 4. The main findings, based on the research results of the statistical analysis, revealed the existence of the relationships of the concepts and the type of relationships, either positive or negative and mediations.

Chapter 6: Conclusion, Limitations and Recommendations

The focus of this chapter was to draw final conclusions with regards to this study and make recommendations. This was done by discussing the significance and limitations of the study and making suggestions on future research areas.

6.5 CONCLUSIONS DRAWN FROM THE STUDY

The section that follows provides summaries which can be drawn from the study, with emphasis on conclusions drawn from literature review and conclusions drawn from the empirical results.

6.5.1 Conclusions from the Literature

From the literature review the following conclusions can be drawn:

Organisations should be aware of inherent skills and talent, and the need to seek the best action plans to optimise talent management. These plans would best drive business performance when it proves to be practical and customised to the organisation's own culture, processes, goals and needs (Plateau, 2009). The process of managing talent is not merely a once-off event, but a process that occurs

systematically. Its aim should be to secure individual competencies as well as the organisation's capabilities (Ulrich; cited in du Plessis, 2011).

The process of managing the organisational workforce should be focussed on, but not limited to top performers within the organisation. Talent development is a process of identifying talent and areas of development. The process should also include the process of identifying reasons why certain employees do not meet the standards of performance as set by the organisation and seek remedial actions to develop such employees (Grobler & Hendricks, 2009). The process of identifying low performing employees will enable the organisation to determine whether low performing individuals are placed in the right jobs and if not then place them in areas that will allow them to be effective. In the case where employees are rightfully placed and still perform below set standards then the organisation would be able to take remedial action, thus developing such individuals' skills, knowledge and abilities using training and development (Nagel, 2012).

For Talent Management initiatives, to be effective, organisations need formal processes, with many stakeholders' involved and strong links between leadership and talent to translate into specific organisational value (Grobler & Hendricks, 2009). In today's lean business environment, organisations are maximizing the value of their people. The more you know about your employees' talent, the more you can drive performance. Leveraging talent management can help the organisation capture meaningful information about people, know the talent that is driving results, and act on insight for better business performance (Averbook, 2011).

It is clear that the quicker a management team can identify where its organisation energy sits, especially if it is operating outside of the 'productive energy' quadrant, the faster strategies can be developed to create positive change into this productive state. Advantages of 'productive energy' are significant, as this will reflect speed of response to competitive and market demands, innovation, margin management and customer service. All elements are critical in today's economy (Colin, in press 2012).

Individual energy especially that of leaders, influences organisational energy whilst the energy state of organisations affects the energy of individuals (Bruch & Ghoshal, 2003). Thus it is important to develop working environments that are humane, challenging and rewarding and where people feel passionate about and energized by their work (Derman, Barkhuizen & Stanz, 2011). The power of the collective is thus reinforced by the group interaction to create an emergent energy which is transferred between individuals in the organisation. In this way, the nature of collective energy is greater than the sum of all the individual states (Bruch & Vogel; cited in Cuff, 2012).

Organisations need a fundamentally different approach to managing employees than the centralised, control-orientated approach of Frederick Taylor and the new role of top managers is to unleash the human spirit that makes initiative, creativity, and entrepreneurship possible. It needs the establishment of an organisational climate which enables the human capacity for innovation and creativity to flourish (Porth, McCall & Bausch, cited in Derman, Barkhuizen & Stanz, 2011).

Intention to quit implies that individuals are no longer interested in their current job and they are actively looking for a new position (Firth et al., 2004). This therefore means that employees start to express signs that they desire to leave the organisation by act of actively seeking alternative employment with other organisations. Intention to quit an organisation occurs when demands are placed on an individual when these conditions (Talent Management, Organisational Energy and performance etc.) are perceived as being positively related to wanting to leave the organisation. When organisations do not value the stated conditions do not meet the requirements of the employees in the organisation.

Many researchers have tried to answer the question of what determines employees' intention to quit by investigating possible antecedents of the employees' intention to quit (Kalliath & Beck, 2001; Kramer, Callister, & Turban, 1995; Saks, 1996). To date no one has been able to pinpoint the exact cause of intentions to quit. However the studies have come to suggest certain variables that are consistently related to intention to quit. The most immediate determinants of the intention to quit were lack of job satisfaction and lack of commitment (Firth et al., 2004).

6.5.2 Conclusions from the Results

From the statistical analysis conducted in the study the following conclusions can be drawn:

The results showed that the respondents perceived that Talent Management Practices are only moderately applied in the organisation. The Talent Management Practices that are most applied are Management Commitment, Talent Review Process and Performance Management.

The results further showed that the respondents perceived that Talent Management Practices were all deemed important as perceived by the respondents with Talent Development, Talent Retention and Management Commitment being perceived as the most important by the respondents to this research study. The results indicate that there was a large gap between the current application of Talent Management Practices and level of importance with regards to Talent Management Practices.

Results obtained indicated that Talent Management was a significant predictor of Productive Organisational Energy dimensions (Affective, Behavioural and Cognitive). It was further revealed that there is a positive relationship between Talent Management Practices and all three Productive Organisational Energy dimensions.

A simple linear regression analysis was conducted on collected data to assess whether a relationship exists between Talent Management and Intention to Quit. The results showed that Talent Management Practices are significant predictors of employees' Intention to quit the organisation. Furthermore results showed that a negative relationship existed between Talent Management Practices and Intention to Quit.

A simple linear regression analysis was conducted on collected data to assess whether a relationship exists between Productive Organisational Energy and Intention to Quit. Results showed that there is a significant relationship between Productive Organisational Energy and Intention to Quit. They further showed that there was a negative relationship between Productive Organisational Energy and Intention to Quit.

Based on the Multiple Regression analysis conducted it was determined that Talent Management was not a statistically significant mediator for the relationship between Talent Management, Productive Organisational Energy and Intention to Quit.

6.6 LIMITATIONS

This research had the following limitations. First a purposive convenience sampling method was used in this research. This means that the results of the research cannot be generalised to other populations. Second, the research used a cross-sectional method which makes it difficult to make inferences regarding cause-effect relationships. Finally, the scarcity of literature and empirical research on, specifically, Talent Management and Productive Organisational Energy limited the possible explanations of the results.

6.7 RECOMMENDATIONS FOR FUTURE PRACTICE

It is clear that there is a need for more literature in South African context in relation to the concepts of the study for one to boldly make recommendations that are proven to make a significant difference. There is very limited literature with regards to Productive Organisational Energy and employees' Intention to Quit. Data collected, analysed and interpreted for the purpose of this research study provided for the following recommendations:

Based on the results it is evident that management in the North West Provincial Department do not effectively implement Talent Management Practices as effective as they should to retain their organisational talent. The researcher recommends that management need to be provided with training on how to manage talent within the organisation and how to attract such talent.

North West is a rural province and as a result most people from big cities such as Johannesburg and Cape Town find it difficult to adjust and thus leave the organisations, therefore the research recommends that the Department focuses on identifying and developing its own talent as it has the advantage of a nearby University that they can liaise with and groom their own talented workforce.

As has been proven by the results of this study and other research studies, there is a significant relationship between Talent Management Practices and Productive Organisational Energy, therefore improvement in the current Talent Management Practices will result in increase in POE and thus lead to increased productivity. Because this is a provincial government, increase in organisational energy results in increased service delivery and thus economic growth in the province.

The Department needs to liaise with the North West University and other academic institutions that may assist with ways of improving the current level of Talent Management Practices, this may result in reduced levels of employees' intentions to quit and increased organisational energy. Employee turnover rate would decrease drastically as the department would be in the best position to attract talented individuals that are motivated and ready to further the interests of the department.

6.8 RECOMMENDATIONS FOR FUTURE RESEARCH

The study was limited to only one North West Provincial Department. Before going further the same study can be extended to the remaining departments within the province. On the same note the study can be extended also to non-governmental departments such as parastatals and entities within the North West Province and possible to private organisations.

Furthermore the study can be extended further to include national departments of the country (South Africa). This should not only be limited to government departments but also extended to private organisations/companies as it will assist in terms of helping organisations to attract, retain and develop talent within their organisations. It will further assist managers to understand the relationship that talent management practices have with productive organisational energy and employees' intentions to quit.

6.9 CONCLUSION

The purpose of this study was to explore the relationship between Talent Management, Productive Organisational Energy and Intention to Quit. The level of Talent Management Practices is relatively fair but way below the expected level as perceived by employees within the department. It has been

demonstrated by the study that Talent Management and Productive Organisational Energy are critical for the success of the organisation and reduce employees' level of intention to quit.

To minimise high employee turnover rate experienced by the department it is imperative that organisations manage their talented workforce to address the problem of skills shortages and gain competitive advantage over their competitors and thus increase economic levels of the country.

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APPENDICES

CERTIFICATE OF LANGUAGE EDITING

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Submitted by

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