

**THE IMPACT OF TALENT MANAGEMENT ON BURNOUT AND TURNOVER
INTENTION OF EMPLOYEES IN THE BOTSWANA MINING INDUSTRY**

by

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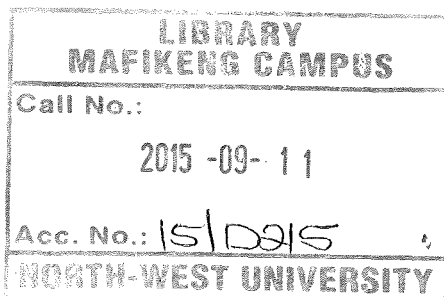
At the

NORTH WEST UNIVERSITY

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November 2014



DECLARATION

DECLARATION

I KELEBOGILE KEKGONEGILE, declare that “The Impact of Talent Management on Burnout and Turnover Intentions of Employees in the Botswana Mining Industry” 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.

A handwritten signature in black ink, appearing to be 'K. Kekgonegile', is written over a horizontal dashed line.

K.Kekgonegile

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ABSTRACT

Abstract

Botswana's economy is dominated by the diamond industry .Even though the Mines have been operating for a long time and others mushrooming almost every year. The county still has a serious shortage of skilled workers, particularly those needed to work in those Mines. Although the government of Botswana spends more resources on the Education of its citizens this has failed to address or curb the problem. Organisations all over are faced with the problem or retention of their highly skilled employees as there are abundant opportunities available for skilled workers in Botswana and the world at large. In a power hungry market world it is essential to effectively manage talent and view it as a precious scarce resource. Turnover of employees is a major problem facing organisations, proper management of employees is crucial for organisational success. It is not enough to retain employees without proper management and continuous development. The main aim of this study is to investigate the impact of Talent Management on the Well-being and Turnover intentions of employees in the Botswana Mining Industry.

Method:

A quantitative research approach was followed with data collected from employees of a particular mine in Botswana. (N=206). The Talent management measure, Shirom Melated Burnout Measure and intention to quit scale were administered. Pearson Correlation and Descriptive analysis was done

Results:

The results showed the following:

- Talent Management practices are poorly applied in the Botswana Mining Industry
- Employees of the Mine perceived that all the Talent Management Practices are important
- There is a significant positive relationship between Talent management and Well-being
- Between Well-being and Intention to quit the results showed a practically significant relationship between Physical and Intention to Quit (medium effect) and statistically significant relationship between Cognitive Weariness and Exhaustion and intention to quit

ABSTRACT

All relationships were positive indicating the higher the levels of burnout the more likely employees would quit the organisation and vice versa.

Practice Relevance:

In Botswana there seems to be no or limited studies on Talent Management therefore this study will help the organisations to have more information about the concept. A lacuna of information exists in the field of Talent Management on the Well-being and Turnover Intentions of Employees in the Botswana Mining Industry. Therefore, this study will contribute towards literature on implementation of Talent Management Practices as well as contribute to the Well-being and Turnover Intentions of Employees.

Keywords: Talent Management, Well-being and Turnover Intention

Chapter 1:INTRODUCTION TO THE STUDY

1.1 INTRODUCTION TO THE STUDY

This chapter serves as the introductory chapter for the whole research based on the impact of Talent Management on Burnout and Turnover intentions. In this chapter the following are provided; the background and problem statement, research questions and objectives. Also included in this chapter is the expected contribution of the study, limitations, and the layout of the entire study and definition of concepts

1.2 BACKGROUND AND PROBLEM STATEMENT

The exploitation of the country's mineral resources has been a key factor of the development of Botswana since independence in 1966. Botswana is best known for its diamond mines, although the Selebi-Phikwe copper nickel deposit has also been exploited since the 1970s. The Government of Botswana's main objective for the mineral sector is to continue getting the maximised economic benefits from the sector for the nation while enabling private investors to earn competitive returns (Ministry of Minerals, Energy and Water Resources 2008). Botswana is suffering from a lack of talent. More than half of Botswana businesses say that the lack of skilled workers is weighing on their ability to grow their operations (Grant Thornton, 2013).

One of the serious problems that the Botswana mining industry is facing is shortage of skilled workforce. It is noted that there is a shortage of Artisans needed mostly for productions in the mines in Botswana. The country also has a shortage of Engineers and Technicians; this means that production in the country mines is seriously affected due to shortage of skilled workforce This problem is escalated further by the fact that a lot new mines are opening all over Botswana therefore leading to a serious competition for skilled employees who are scarce and limited. The government of Botswana spent a significant amount of money on Education budget but these seem not to address the problem of skills shortage. It seems the

education system produces graduates who do not have the necessary skills needed in the sector.

Mines in Botswana are faced with a major problem of attracting and retaining talented employees. High turnover rates are experienced in most mines as employees chose to work in other mines or organizations that offer better remuneration packages. This means that remaining employees would have to carry extra workload to cater for the gap created by resigned employees. Work overloads will increase and therefore production time is lost due to the fact that one person will be doing so many tasks that are supposed to be done by two different employees. Employees will also have to work long hours until resigned employees are replaced thus leading to exhaustion and dissatisfaction. Dissatisfaction in the workplace can lead to turnover intentions of employees. Workload for some workers increase and this has resulted in employees failing to cope with the demands of the job. As a result, high rates of turnover can be disastrous to the morale of employees who stay behind (McGovern & Shelly, 2008).

Remaining employees often pick up additional responsibilities of the person who has left, which can result in decreased productivity, burnout and resentment. Therefore, employees who watch coworker after coworker vacate premises may start to question why they are sticking around (McGovern & Shelly, 2008).

Helping an organisation achieve its goals begins with recognising that the most important problem facing virtually all employees is to respond quickly to changes in a competitive environment. In business just like in sports if one is responsible for bringing innovators, superstar and game changers his impact can and should clearly be demonstrated (Galagan, Oakes & Rath, 2011). This was emphasised by (Shukla, 2009) that, in the present talent hungry market place one of the greatest challenges organisations are facing is to successfully attract, assess, train and retain talented employees.

There was a time when organisations and organisational theorists could easily explain what was expected of employees; organisations were hierarchical systems of mechanisms in which status was both important and a symbol of recognition. Employees respected this hierarchy. Homogeneity and stability in the workplace were paramount and job stability shaped organisational life. The equilibrium firms achieved provided employees with a clear benefits and responsibilities. Employers needed to guarantee employees with a clear benefits and responsibilities. Employees needed to guarantee stable jobs in many cases jobs for life, while this is not the case today (Hatam, 2010).

The success of an organization is invariably judged on the basis of its financial performance and its ability to provide high-quality goods and services over time (Cartwright & Cooper, 2009). In a changing internal and external environment, the financial health of an organization is increasingly dependent on the extent to which an organization and its members are able to transform and adapt to these changing circumstances more effectively than their competitors.

Having the right people in the right position at the right time is the critical success of any organization. Business rise or falls on the strength of their people. Organisations today are finding themselves in talent crisis with serious gaps in the executive capacity to formulate and execute winning business strategies. They are also realising that they do not have the sufficient tools, resources and process to attract, develop and retain talent. Organisations do not have skilled and knowledgeable leaders to executive business strategies now and the future (Deb, 2005).

In recent years, it has become unusual to open any human resources (HR) publication without seeing a headline relating to global skills shortage or war for talent. Skills shortage is driving up the cost associated with staff turnover, with many employers experiencing a significant increase in both recruitment expenses and time involved in hiring a new staff member. Analysts predict that it will worsen as a result of changing population demographics in

particular to the gaining workforce. Particular concern to employers is that lack of talent appears to be having a major impact on business investment (Hor & Keats, 2005).

When reviewing the success of Talent Management strategies, many organisations look at retention figures. According to CIPD (2011) one of the four most common ways talent management activities are evaluated is via the retention of those identified as high potential and through the ability of the organization to fulfil its succession management plans, the direct costs, work disruptions and loss of organization memory and seasoned mentors associated with turnover are significant issues. Even when Economic circumstances are volatile, it is short sighted to ignore retention management, as there is evidence that high employment rates have little impact on turnover of high performing employees (Gilmore & Williams, 2012).

Departing employees often take valuable knowledge, expertise and relationships with them when they go and will often use them with their new employer, meaning that loss of an employee can result in the loss of competitive advantage. Thus when looking at retaining valued staff those tasked with the responsibility for talent management must understand what is important to employees (Gilmore & Williams, 2012).

1.3 BRIEF HISTORICAL BACKGROUND OF TALENT MANAGEMENT

Talent management is increasingly seen as a critical factor in developing successful organisations and is a strategic priority for business (Davies & Davies, 2011). It is a critical factor for all the organisations around the world. Talent Management has been high on the Human Resources agenda for the past few years. It started in 1997 through Mckinseys War for talent study which identified recruitment as a number one concern for business leaders. The problems were particularly acute because of skills shortages at senior management levels so, at first talent strategies were largely directed to improving recruitment at that level (Caplan, 2011).

The best way to overcome labour shortages, especially the global shortage of effective leaders is to develop your own and retain your employees for longer. The term talent management began to grow to encompass assessing, developing and deploying people (Caplan, 2011). Companies that have put in place talent management have done so to solve an employee retention problem. The issue with many companies today is that many organisations put tremendous effort into attracting employees to their company but spend a little time into retaining and developing talent (Ravinder, 2009).

1.3.1 Talent Management and Turnover Intention

Turnover is an employee's permanent movement beyond the boundary of the organisation. According to Carmeli and Weisberg (cited in Rahman & Nas, 2013) Turnover intentions is defined in three particular elements in the withdrawal cognition process (i.e. thoughts of quitting the job, the intention to search for a different job, and then intention to quit). Turnover of critical employee is considered detrimental to the organization in terms of replacement cost and work disruption (Addae, Parboteeah & Davis, cited in Rahman & Nas, 2013). It has been recognized that turnover decision is neither idiosyncratic nor happen in vacuum. For researchers it has always been a wilful, reasoned and thoughtful decision to part ways with an organization (Mobley, 1977; Tett & Meyer, 1993 cited in Rahman & Nas, 2013). An employee's decision to quit an organization is an undesirable outcome for the organization and the employee as it affects both of them in many ways. That is why it is considered very important to understand its predictors in order to minimize its negative impact on organization's performance (Low, Cravens, Grant & Moncrief, 2001 cited in Rahman & Nas, 2013).

It is noted that employees with high turnover intentions are likely to show little or no organizational citizenship behaviour (Dodd-McCue & Wright, 1996; Van Breukelen, Van der Vlis & Steensma, 2004 cited in Biron & Boon, 2013), and often provide poor service to customers, which may seriously undermine customer retention (Allen, Shore & Griffeth 2003; Tax and Brown, 1998 cited in Biron & Boon, 2013).

This is not surprising, as turnover intentions have been consistently linked to negative employee attitudes, such as reduced satisfaction and commitment that are known to diminish both short- and long-term organizational success. Talent Management is one of the most important strategic objectives of organisations today from every view point talent is essential and is often regarded as a key strategy in maintaining competitive advantage (Edwards & Philips, 2009).

The key factor in determining the success of an organization is the ability to use human talent to discover, develop, deploy, motivate and energize it. Human Talent, the combined capacity and will of people to achieve organisations goals is a productive resource like no other, with a unique capacity to add value to an organization. The conditions faced by every organization in search for talent are changing with astonishing rapidity in every part of the world. Familiar talent pools are shrinking, new ones are emerging, new technologies are transforming the nature of work, the skills demanded at work and the ways in which people can work, the new elements are arriving in the global talent mix with new attitudes and ambitions. All these trends are making talent an ever more critical and complex issue for every organization (Cheese, Thomas & Craig, 2008).

A major and fundamental objective of the HR function is the mobilization of a workforce. Organisations can only function if they are able to assemble together teams of people with the necessary skills, attitudes and experience to meet their objective. A further objective is to retain effective performers for as long as possible (Taylor, 2010). Talent retention is becoming more essential as an organisation's human capital increasingly becomes the key source of competitive advantage (Halawi *et al.*, 2005; Pfeffer cited in Taawira, Coetzee & Schreuder, 2014). As global competition intensifies and organisations seek to attract and retain talent, engaging employees becomes an issue of increasingly high importance, businesses are recognizing that engaged employees are more productive, engender greater levels of customer satisfaction and loyalty are more likely to lead to organizational success. Engagement is characterized by employees being committed to the organization, believing in what it stands for and being prepared to go above and beyond what it is expected of them to deliver outstanding service to the customer (Cook, 2008).

Talent is the engine of the modern organization and engagement is the mystery ingredient that can transform the engines output. Engagement is the quality that persuades people to align their own interests with their organisations. It is what makes them to want to work, to put the proverbial best foot forward, to go the proverbial mile (Cheese *et al.*, 2008).

1.3.2 Talent Management and Well being

The workplace is a key environment that affects the mental health and well-being of working adults (WHO, 2000). The importance of work in terms of role fulfilment, self-identity, sense of purpose, and participation in society is well recognized. Creating a healthy workplace entails creating an environment that is supportive of the psychological aspects of the work, recognizing the potential of the workplace to promote workers mental health and well-being and to reduce the negative impacts of work related stress. Many of the factors that influence positive health and well-being of the workers relate to the social environment at work such as, style of management, working culture, the psychological demands of work, work overload, levels of social support and job security (Keyes, 2012).

The concept Employee Wellbeing at work promotes advantages to organisations of having a healthy workforce (Cooper & Robertson cited in Baptiste & Renee, 2008).The ways in which the staff is managed have implications for their health, safety and overall well-being. Effective management of human resources may offer a link between well-being and business performance (Pilbeam & Corbridge cited in Gilmore & Williams, 2012), by for example reducing the extent of sickness absence or enhancing the levels of organizational commitment moreover it can help organizations avoid the cost of litigation arising from poor health and safety standards (Gilmore & Williams, 2012).

Talent management is needed for success efficiency and consistency (Edwards & Philips, 2009). It is more than aiming to harness people's talents and help them be the best they can be, though that is part of it. It is more than having people available to fill key roles, though that is part of it. It is a way of thinking and doing things that gets to the heart of the relationships within the organization. It includes people in vision and direction of the

business so that they actively seek to create opportunities and make them happen. It includes people in decisions that are made about them, or affect them so that leadership and management are two way and people have more control over their destinies. It is also about how staff, line managers and HR work together to create an innovative, creative skilled and adaptable work that is willing to learn (Caplan, 2011).

1.3.3 Well –being and Turnover Intention

Well-being is more than an avoidance of becoming physically sick. It represents a broader bio-psycho-social construct that includes physical, mental and social health. Well employees are physically and mentally able, willing to contribute in the workplace and likely to be more engaged at work. Many organisations are trying to create a balance between maximising productivity and the risk that their employees may burn out, making costly errors or resigning (CIPD, 2012).

Physical health and well-being are determined by a range of social, psychological, and biological factors and are conceptualized as resources that allow people to lead individually, socially, and economically productive lives (Cartwright and Cooper, 2009). The difficulties that arise when the relationship between any individual and his or her work goes awry are recognised as a serious phenomenon in the work environment (Maslach, Schaufeli & Leiter cited in Bothma & Roodt, 2012).

Today's workforce is experiencing job burnout in epidemic proportions. Workers at all levels, both white- and blue-collar, feel stressed out, insecure, misunderstood, undervalued, and alienated at their workplace. The workplace today is a cold, hostile, demanding environment, both economically and psychologically. People are emotionally, physically and spiritually exhausted. The daily demands of the job, family and everything in between erode their energy and enthusiasm. The joy of success and the thrill of achievement are more and more difficult to achieve (Maslach & Leiter, 2008). Work place stress and job burnout contribute significantly to decreased productivity and quality, increased absenteeism and turnover, and eroding workplace morale (Cheese et al., 2008).

When well-being at work is poor not only will the organization suffer from low levels of employee engagement but it will manifest its self in working days lost through sickness and injury (Cook, 2008).

1.4 TOWARDS A CONCEPTUAL MODEL OF TALENT MANAGEMENT, WELL BEING AND TURNOVER INTENTION

This research will employ the following conceptual model:

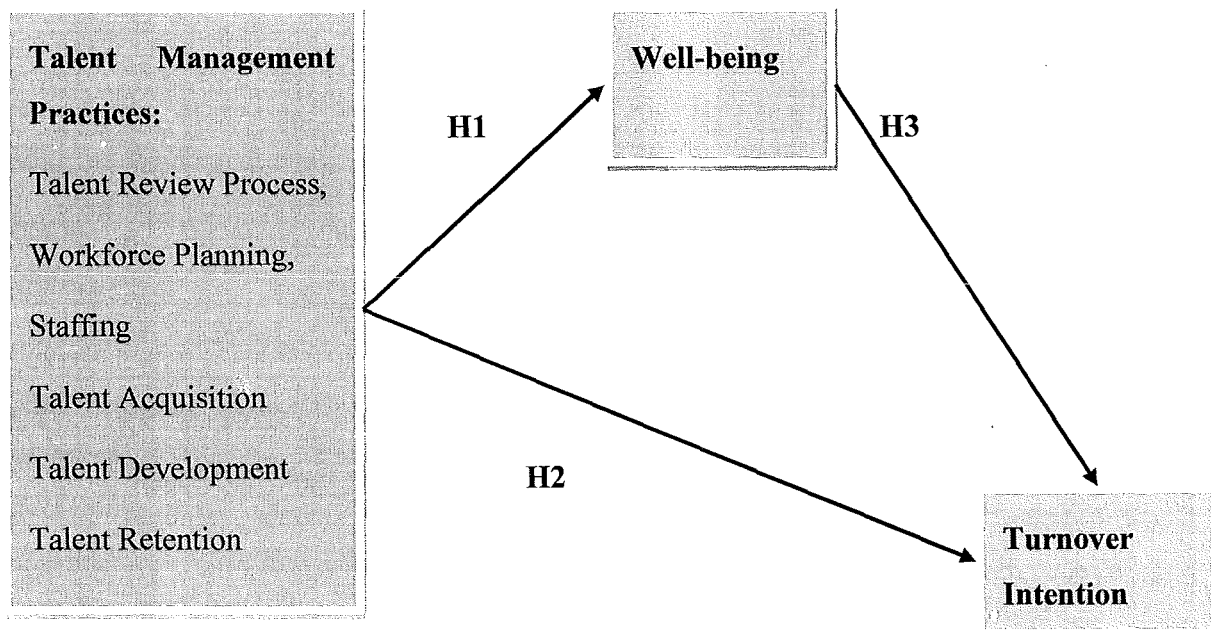


Figure 1-1: Hypothesised Model for the Study

1.5 RESEARCH HYPOTHESES

A hypothesis is a reasoned but provisional supposition about the relationship between two or more social phenomena, stated in terms that can be empirically tested and which form the focus for research, particularly in quantitative studies. It is a tentative suggestion about what

we might find (Payne & Payne, 2004). The following are the hypotheses for this study as illustrated on the model above:

H1: There is a significant positive relationship between Talent management and Well-being

H2: There is a significant negative relationship between Talent management and Turnover intentions.

H3: There is a significant negative relationship between well-being and turnover intentions of employees.

1.6 RESEARCH QUESTIONS

A research question is a question that provides an explicit statement of what the researcher is investigating (Bryman, 2012). The main research question of this research is: What is the impact of Talent Management on the well-being and Turnover intentions of employees in the Botswana Mining Industry.

The sub-research questions of this study are:

- What is the impact of Talent management on the Wellbeing of employees in the Botswana mining industry?
- What is the impact of talent management on turnover intentions of employees in the mining industry?
- What is the impact of Well- being on the turnover intentions of employees in the Botswana Mining Industry?

1.7 EXPECTED CONTRIBUTION OF THE STUDY

This study contributes to both the organisation and academic fraternity in three ways, that is, theoretical contribution, methodological contribution and Practical contribution. Regarding theoretical contribution this study contributes to the knowledge that exists on the concepts

of this study: The Impact of Talent Management on Employee Well being and Turnover Intention.

The practical contribution for the study is useful for the organisation as it will inform management to ensure that talent management is seen as an important strategic objective of the business. It must also be in line with the business strategies and programs for the organisation. The study also helps the employees to know how to manage their careers effectively by identifying their strengths and weaknesses and taking corrective measures to develop their talent and improve their performance. The organisation is also supported in identifying the effective measures of retaining employees so as to avoid loss of talented employees to competitors.

This study provides knowledge regarding the impact of talent management on well-being and turnover intention management for the organisation that is able to address the problems covering the welfare of their employee with regards to well-being. Numbers of employees who intend to resign from the organization will be reduced.

1.8 RESEARCH OBJECTIVES

A research objective is defined as a statement of purpose for which the investigation is to be conducted. The research objective is a statement of purpose because this is the guide to be accomplished by the researcher in conducting his research project (Calmorin & Calmorin, 2007). The objectives of this research are listed below:

1.8.1 General objective

The general objective of this research is to determine the impact of Talent Management on the Wellbeing and turnover intentions of employees in the Botswana mining Industry

1.8.2 Specific objective

The specific objectives of this research are:

- To determine the impact of talent management on the Well-being of employees in the Botswana mining industry
- To determine the impact of talent management of turnover intentions of employees in the mining industry
- To determine the impact of Well-being on the turnover intentions of employees in the Botswana mining industry

1.9 RESEARCH DESIGN

The following elements were considered in this research:

1.9.1 Research Approach

Research design is the plan, structure and strategy of investigating conceived so to obtain answers to research questions and control variable (Kumar, 2002). A quantitative method will be used in conducting this research. Quantitative research is based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity (Dr Kumar, 2008).

1.9.2 Research Method

Research method focuses on the research process and the kind of tools and procedures to be used, the methods used to collect data (Gill & Johnson, 2002). Research methods may be understood as all those methods, techniques that are used for conducting research. Research methods or techniques, thus refer to the methods the researcher use in performing research (Dr Kumar, 2008). A quantitative method has been used in conducting this research. Quantitative research is about quantifying the relationship between variables. Quantitative research typically discerns a cycle of successive phases of hypothesis formulation, data collection, analysis and interpretation (Nykiel, 2009).

1.9.2.1 Literature Review

A literature review can be defined as the selection of available documents (both published and unpublished) on the topic which contain information, ideas, data and evidence written from a particular standpoint to fulfil certain aims or express certain views on the nature of the topic and how it is to be investigated and the effective evaluation of the documents in relation to the research being proposed. The literature review is the part of the thesis where there is extensive reference to the related research and the theory in your field (Ridley, 2012). A primary source is a firsthand report in which the authors describe their own observations (Forzano & Gravetter, 2009). Primary source is one in which the creator was a direct witness or in some way directly involved or related to the event (Christensen & Johnson, 2010). Secondary source is a shorthand report in which the authors discuss someone else's observations. Some examples of secondary sources include books and text books in which the author describes and summarizes past research papers, review articles, news paper and magazines (Forzano & Gravetter, 2009).

A secondary source is one that was created from the primary source. A secondary source is therefore at least one step removed from direct contact, involvement or relationship with the event being researched. (Christensen & Johnson, 2010). Both primary and secondary sources were applied in this study in that information was obtained from books, internet articles, interviewing the human resources personnel for the organization.

1.9.2.2 Population

A population is the entire set of individuals of interest to a researcher. Although the entire population usually does not participate in a research study, the results from the study are generalised to the entire population (Gravetter & Forzano, 2009). A sample is a set of individuals selected from a population and usually intended to represent the population in a research study. Target population is the group defined by the researchers' specific interest (Gravetter & Forzano, 2009). The participants who took part in this research are employees of Debswana Jwaneng Mine who are employed on full time. It is noted by the human resource

department that the mine has about 2000 employees employed by Debswana Jwaneng Mine and about 5000 employed by contractors. 240 employees participated in this study.

1.9.2.3 Measuring Instruments

Human Capital Index (HCI)

The Human Capital Index (adapted version) of the Human Capital Institute (2008) was used to measure the perceived talent management practices and the importance talent management practices of the organisation (Du Plessis, 2010). The measure consists of 28 items and measures six talent management practices: Talent Review Process, Workforce Planning, Staffing, Talent Acquisition, Talent Development and Talent Retention. A dual scale is used in this study. Respondents are 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 are 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). This signifies the value of investigating employees’ perceptions regarding an organisation’s Talent Mindset or the execution of these practices.

Shirom –Melated Burnout Measure

The last questionnaire used to collect data in the study is Shirom Melated Burnout Measure. The participants rated themselves on a 7 point likert scale ranging from never or almost never to always or almost always. The following are some of the items that the participants were asked to rate: I feel tired, I have no energy for going to work in the morning, and I feel I am able to contribute new ideas.

1.9.3 Intention to quit

In order to measure and determine the extent at which employees intend to leave their organisations, three items were used. The three questions that measured this construct were simple and straightforward (Theron, Barkhuizen & Du Plessis, 2014). The participants rated themselves on a 6 point likert scale ranging from strongly disagree to strongly agree. The respondents were asked to rate the following three items;

- I think a lot about leaving the organisation
- I am currently searching for employment outside this organisation
- When possible I will leave the organisation

1.9.3.1 Procedure in administering of questionnaire

A questionnaire is a printed list of questions to be filled in either personally by the respondents (the person answering the questions) or by an interviewer. All the respondents answer exactly the same questions (Browne, 2011). A letter from the University was written to the Human Resources Manager for Debswana Jwaneng Mine requesting for permission and written approval from the company was given to the student. Likert scale type of questionnaire was developed with close ended questions. Employees were selected randomly to answer the questions. The respondents were randomly selected by the researcher.

1.9.3.2 Statistical analysis

Statistics is concerned with the collection, organisation, presentation analysis and the interpretation of data. It enables data to be parsimoniously described and more precisely and objectively analysed than merely 'eyeballing the columns' or following a hunch (Burns & Burns, 2008). According Burns and Burns (2008) the term statistics has four meanings depending on context it can imply the following:

- The actual data;
- Characteristics of data such as an average or percentage;
- Technique for collecting, presentation analysis and interpretation of data for decision making

- The science of developing and applying such techniques

Statistical Product Service Solutions (SPSS) is a very widely used computer program designed to aid statistical analysis of data particularly data collected in the course of research (Brace, Kemp & Snelgar, 2006). SPSS distinguishes between just three types of variables nominal variables, ordinal variables and scale variables.

Statistical analysis was carried out using the SPSS Program (SPSS, 2014). The reliability and validity of the measuring instruments were determined by means of Cronbach alpha coefficients, as well as exploratory factor analysis. Pearson product-moment correlation coefficient was used to specify the relationship between the variables. A cut-off point of 0, 30 (medium effect, Cohen, 1988) was set for the practical significance of correlation coefficients.

1.10 ETHICAL CONSIDERATION

Ethics include concerns, dilemmas and conflicts that arise over a proper way to conduct research. Ethics help to define what is or is not legitimate to do or what moral research procedure involves (Neumann, 2007). The ethics in research concerns the appropriateness of the researcher or those who are affected by it. Since research in the real world inevitably deals with people and the things that affect them ethical issues can arise at the planning, implementation and reporting (Gray, 2004).

Gregory (2003) identifies five ethical concerns to be considered when conducting survey research. These guidelines deal with voluntary participation, no harm to respondents, anonymity and confidentiality, identifying purpose and sponsor, and analysis and reporting. There exist clear expectations that researchers should seek consent of the participants in research, and guarantee confidentiality for those who advance to the research agenda for the research by being sources of information (Gregory, 2003).

The following ethical considerations were applied in this study:

- The study was subjected to approval by the North West University and Ethical committee;
- Permission to conduct research was obtained from the Human Resources management of Debswana Jwaneng Mine;
- Employees who took part in this study voluntarily participated and were not at any risk;
- The respondents were assured of confidentiality as whatever information they gave would not be disclosed to management of the company and any other third party;
- The findings of the study were made available to participants and their organisation.

1.11 DEFINITION OF KEY CONCEPTS

1.11.1 Talent

Talent consists of those individuals who can make a difference to organisational performance either through their immediate contribution or in a longer term by demonstrating the highest levels of potential (Davies & Davies, 2011).

1.11.2 Talent Management

Talent Management means different things to different organisations. To some it refers to the process an organisation adopts for managing those with scarce or hot skills or recognised as having exceptional technical or managerial abilities. It is also defined in the terms of how they manage all their human resources, irrespective of the worth, status and capabilities of each individuals (Elegbe, 2010). Talent management is an integrated set of processes, programs, cultural norms in an organization designed and implemented to attract, develop, deploy and retain talent to achieve strategic objectives and meet future business needs (Dowell & Silzer, 2010). A talent management system must be worked into the business strategy and implemented in daily processes throughout the company as a whole (Ravinder, 2009). Talent Management must not coexist with many other organisational programs and

systems but also support and coordinate with them. It must be driven by the business strategies and in turn help drive business results (Dowell & Silzer, 2010).

1.11.2.1 Turnover

Turnover is the opposite of retention refers to the percent of employees leaving the organisation for whatever reasons (Edwards & Philips, 2009).

1.11.3 Turnover Intention

Turnover intention refers to the employee's plans for leaving the organization (Park, 2007).

1.11.4 Well being

Well being is defined as creating an environment to promote state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organisation (CIPD, 2012).

1.12 ORGANIZATION OF THE STUDY

The following outlines the plan of the study based on different chapters included in this research:

CHAPTER 1: INTRODUCTION AND ORIENTATION TO THE STUDY

This chapter presents an overview of the study and outlines the following; introduction, definition of concepts, background to the study, problem statement, research questions, and objectives of the study, research design, research methods and organisation of the study.

CHAPTER 2: LITERATURE REVIEW

This chapter outlines the literature view of the concepts in the study. Firstly the literature review focuses on the concepts individually then the relationship between them is outlined. The following concepts are discussed:

- Talent Management
- Well-being
- Intention to quit

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

In this chapter a detailed research design and methods used in the study are outlined. The following are included and discussed in this chapter; research paradigms, the population, sample and sampling methods. The reliability and validity of the study is also included. The issues regarding ethics of the study are also included in this chapter.

CHAPTER 4: DATA ANALYSIS AND PRESENTATION

This chapter deals with the statistical analysis of data that was collected from research participants using SPSS. This chapter provides a discussion on the biographical information of the respondents who took part in the study. The discussions of the statistical analysis of the different concepts involved in the study are also included in this chapter. The last section of this chapter discusses the different relationships of the concepts of the study in which the hypotheses were formulated.

CHAPTER 5: DISCUSSION OF RESULTS

This chapter presents the discussion of results obtained from analysing the statistical data in Chapter 4. The results are discussed based on the objectives of the study and the relationships of concepts to determine the significance of the variables investigated. The first result discussed is the biographical information for the participants; the second results involve the statistical analysis of the different concepts involved in the study. The final results discussed different relationships of the study through the hypotheses,

CHAPTER 6: SUMMARY, FINDINGS, RECOMMENDATIONS AND CONCLUSION

In this last chapter the conclusions of the study are discussed and recommendations are made. The importance of the study is outlined, the limitation of the study is discussed and recommendation of future research provided

1.13 CONCLUSION

This chapter served as an introductory chapter 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 focuses on the literature review.

Chapter 2:LITERATURE REVIEW

2.1 INTRODUCTION

This chapter presents the literature review focusing on the following concepts; Talent Management, well being and Turnover intention of employees. Literature review explains to the reader why a particular question is important and allows the author to explain how other scholars both within their own discipline and outside of that discipline approach the question. It also helps the author to declare the importance of research (Miller & Yang, 2008). Literature reviews add credence to the researcher's assertions of the importance of the topic proposed for investigation. Literature review enhances the body of knowledge on particular issue or may establish that there is paucity of knowledge on the subject in question (Houser, 2012).

2.2 TALENT MANAGEMENT

Talent Management is the number one ingredient of organizational success, more than money, market share or the track record of the management team. The value of enterprise is directly related to its success in Talent Management and growth of human capital as an asset .For all organizations, whether public, private, government, military or academia talent management should be viewed as a strategic challenge not a tactical problem (Schweyer, 2010). Talent has become a precious resource which different organisations are competing for (Cheese, Thomas, Craig & Tapscott, 2008).

Talent Management is a strategic imperative for organisations changing demographics, willingness of younger generation to move if their employer does not meet their expectations and need for organisations to constantly innovate and constantly adaptable to the changing environment .It is also imperative for retaining employees which are all critical factors for success of any organization. (Hoare & Leigh, 2012).

The reasons why organisations need to spend time pursuing Talent Management is that it is a route of achieving high levels of performance. Talent Management offers companies a competitive advantage because investing in talent and realigning priorities of the company are ways of

increasing productivity and quality services. It is further stated that talent management is a frame of mind in which the company invest in its people by helping them develop their potential (Hoare & Leigh, 2012).

2.2.1 SUCCESSFUL FACTORS FOR TALENT MANAGEMENT

Organisations all over the world are now recognising the role Talent Management plays and are now implementing it in most organisations. According to Dowell and Silzer (2010) there are four successful factors for Talent Management are:

- Driven by business strategy
- Integrated with other business process
- Managed as a core business
- Engrained as a talent mindset

2.2.1.1 Driven by business strategy

Talent Management takes on a new dimension in today's competitive global world. It requires understanding of organisations strategic goals and the role that talent can play in achieving them. Talent Management must start with the business strategy in order for it to be successful. By aligning Talent Management with the overall strategy of the organization it is more likely to support the organizational systems that reinforce organizational goals and objectives needed to maintain critical organizational talent that is needed to lead, motivate and drive business success (Deb, 2005).

2.2.1.2 Integrated with other business process

For Talent Management initiative to be successful it must be integrated and linked with other organizational processes. The integration is most effective when the Talent management process is fully linked to the organisations strategy. It is stated that the following are the five stages of talent integration, reactive, programmatic, comprehensive, aligned and strategic (Dowel & Silzer, 2010).

2.2.1.3 Managed as a core business

An organization is about assembling and structuring talent in the best combinations to generate high performance. Senior Management must genuinely view talent as strategic and must consistently understand and communicate the importance of Talent in their organization (Cheese *et al*, 2008).

2.2.1.4 Engrained as a talent mindset

Successful Talent Management is driven by a mindset in which every manager in the organization regards talent management as their business not the responsibility of Human resources only. Everybody should view Talent Management as their responsibility not for human resources department alone (Elgbe, 2010). A talent mindset means that line managers recognise their responsibility to manage talent effectively as much as they manage other organizational resource (Saridakis & Cooper, 2013)

2.2.2 BRIEF HISTORICAL BACKGROUND OF TALENT MANAGEMENT

Talent management is increasingly seen as a critical factor in developing successful organisations and is a strategic priority for business (Davies & Davies, 2011).It is a critical factor for all the organisations around the world. Talent Management has been high on the Human Resources agenda for the past few years. It started in 1997 through Mckinseys War for talent study which identified recruitment as a number one concern for business leaders. The problems were particularly acute because of skills shortages at senior management levels so, at first talent strategies were largely directed to improving recruitment at that level (Caplan, 2011).

The best way to overcome labour shortages, especially the global shortage of effective leaders is to develop your own and retain for longer. The term talent management began to grow to encompass assessing, developing and deploying people (Caplan, 2011).Companies that have put in place talent management have done so to solve an employee retention problem. The issue with many companies today is that many organizations put tremendous effort into attracting employees to their company but spend a little time into retaining and developing talent (Ravinder, 2009).

2.2.3 TALENT MANAGENENT DEFINITION

Talent Management is defined as the process of ensuring that the organization has the talented people it needs to attain its business goals. It involves the strategic management of the flow of talent through an organization by creating and maintaining a talent pipeline (Armstrong, 2012). Talent is what people have when they possess the skills, abilities and aptitudes that enable them to perform efficiently in their roles. Talented employees make a difference to organizational performance through their immediate effort and they have the potential to make an important contribution in the future (Armstrong, 2012).

2.2.4 TALENT MANGEMENT PRACTICES

Talent Management is the implementation of the integrated strategies designed to increase the employees' productivity by developing improved processes for attracting, developing, retaining and utilising those people with the required skills and aptitudes to organizational current and future needs (Likierman, 2007). In this section the nine Talent Management Practices are discussed.

2.2.4.1 Management Commitment

The effective management of Talent Management has to begin at the very top of the organization. The senior management team needs to spend a significant portion of its time focusing on Talent Management (Lawler & Ulrich, 2008). When top management accepts responsibility for Talent management middle managers easily adapt a talent management mind set (Elegbe, 2010). It is noted that without top management support any talent management system introduced in an organization will not achieve its objective (Scullion & Collings, 2011). It is important that the Talent Management process be enhanced to include involvement of line managers, CEO and top management team as companywide involvement will increase commitment and facilitate successful implementation (Hatun, 2010).

A talent mindset requires the engagement of the entire organisation starting from the top, it is important that the CEO and top management team have a talent agenda. A talent agenda makes the talent concept part of top management daily responsibility. It is noted that talent agenda make top

management accountable for establishing talent standards for the organisation. The involvement of line managers, CEO and top management team increases the success of the organizations Talent Management Strategies (Hatun, 2010).

2.2.4.2 Talent Review Process

Talent review is a process where individual roles and potentials are evaluated in a structured way using various method (Hatun, 2010).Talent review is conducted at more senior levels of the organisation to identify the potential successors to senior leaders and puts in place developmental plans to prepare people identified for future roles (Butteriss & Roiter, 2004). According to Quttz, (2010) in the talent review process employee potential for movement within the organization is assessed. Managers compare talent needs identified in the business planning processes with capabilities of current senior level employees. Regular discussions occur among the highest level managers regarding talent and talent gaps (Quttz, 2010). In a talent review process the leadership team looks at each unit of talent pool in order to identify the highest and lowest performed in order to decide how to strengthen the organization (Michaels, Handfield-Jones & Axelrod, 2001).It is further stated that talent review process should serve as the basis for allocating opportunities, compensation and further development and shod allow the organizations leaders to discover the depths and weakness of each unit (Michaels *et al* 2001). By conducting a regular review process in organization knowledge about existing talent is known and the organization makes commitment to developing talent (Velsor, MacCauley & Ruderman, 2010).

According to Hatun (2010) the following are some of the reasons for talent review process:

- Assessing leaders or potential leaders within the organization;
- Defining a succession plan for key leadership positions;
- Developing talent pools;
- Assessing critical positions to ensure they are filled by high performance talent;
- Review talent development plans and Vacancy risks.

2.2.4.3 Workforce Planning

Workforce planning connotes comprehensive planning for the organisations' entire workforce (Rothwel, 2010). Workforce planning entails defining future staffing requirements, forecasting staff availability, calculating specific staffing gaps and requirements, calculating specific staffing gaps and surpluses and developing long term staffing strategies and short term staffing plans that best eliminates gaps and surpluses (Bechet, 2008).

For an organisation to conduct talent management strategically, it must create a cycle by which all of their efforts send data to the workforce analytics and planning components of Talent Management Systems (Schweyer, 2010). Workforce planning encompasses skills and competency tracking, succession planning, analysis of workforce metrics and broad initiatives to align corporate objectives to the current and future workforce (Schweyer, 2010).

Workforce planning might be more accurately called talent planning because it integrates the forecasting elements of each of the Human Resources function that relate to talent including recruiting, retention and redeployment as well as leadership and employee development (Sullivan 2004). It is noted that workforce planning used to be about projecting gaps, today it is becoming more about measuring the ability of the current talent management approach to close projected gaps and enable business strategy (Oakes & Galagan, 2011). According to Bechet, (2008) effective workforce planning must precede any talent management effort.

2.2.4.4 Staffing

Staffing is important to organizations and can be critical in adding their survival and growth. People are the core asset of any organization and it is their performance and commitment that differentiate organizations (O' Meara & Petzall, 2013). Staffing sits in a curious position at the twenty first century economic, societal and cultural changes makes organizational success and survival dependent on staffing. Staffing should reign supremely strategic in the war for talent and sustained competitive advantage (Verma & Awasthi, 2010).

Staffing is defined as filling and keeping filled positions in the organisation. It is done by identifying workforce requirements, inventorying the people available and recruiting, selecting, placing, promoting, appraising, planning the careers of, compensating and training or development both candidates and job holders so that they can achieve their tasks effectively and efficiently. Staffing must be closely linked to organising that is setting up of the intentional structures of roles and positions (Kootz & Weihrich, 2010). Organisations are driven to success by their employees as it is their ideas; creativity and commitment that help organizations attain their desired goals. One of the most important decisions made by organisations is which applicant to employ (O' Meara & Petzall, 2013).

2.2.4.5 Talent Acquisition

Talent acquisition is the trickiest of all acquisitions and it is not surprising as it is all about people who can also be tricky (Mey, 2012). Talent acquisitions involve attracting and selecting talent that the business needs to achieve its goals. The talent needs to be acquired at the right time, in the right place for the right price (Detuncq & Schmidt, 2013).

War for talent begins with the organisation having a sound and comprehensive talent acquisition strategy that takes advantage of all the tools and channels. It is an important element for an organization to make great talent choices is having lots of talent to choose from (Dowel and Silzer, 2010). The most important step that an organization can take to improve the overall effectiveness of its talent acquisition process is to gain senior level executive alignment on the goal of its recruiting effort (Barner, 2006). It would be costly for an organization to employ a new staff candidate only to have them leave after heavily investing on them. The organization should develop motivation strategies and incentive programs in order to help in retaining those (O'Meara *et al*, 2013).

According to Verma *et al.* (2010) the following are the importance of Talent acquisition:

- Understanding workforce demographics (current and future);
- Identifying economic issues impacting organizational sustainability;
- Identifying organizational and cultural issues impacting talent acquisition;
- Understanding the organizational strategy;
- Identifying talent acquisition and retention issues;

- Translating the organizational strategy into HR strategy.

2.2.4.6 Talent Commitment

According to Baker, (2014) an organization that is committed to assisting employees to grow and develop and manage their work life responsibilities is more likely to gain commitment from its employees to achieve the set business goals and objective .Commitment to the organization describes the degree to which an employee is committed to an organisation and will be willing to go extra mile and put more effort in their work. Organizations that have highly committed employees promotes retention of talent, improves customer loyalty and better performance. Employees who are not committed are likely to resign from work. Employees who are involved in their work processes are likely to be committed to their job and the organisation at large (Philips & Edward, 2009).

2.2.4.7 Talent Development

Today in globalised world organizations are faced with an increased shortage of talent. Many organizations see the urgency and need to invest in the ongoing development of their potential both young and senior talent (Van Der Sluis & Van De Bunt Kohuis, 2009). Development describes the continuing improvement of an individual's effectiveness in terms of their role or profession beyond the immediate task or job (Henderson 2008). Increasing demands for new skills and capabilities combined with worldwide skills shortage has made learning and skills development a necessity for organizations (Cheese, Thomas, Craig & Tapscott, 2008).

For organizations to grow, survive and compete rapidly in a changing global business environment is to have skilled workforce that is innovative, understanding the economic environment and market world. In order for organizations to be effective they must understand the set of skills needed now an in future. Developing a highly skilled workforce takes a commitment from organizations management (Horner & Griffin, 2008). It is stated that talent organizations enable their employees to manage their career progress well in order to keep people by rectifying under development, under utilization and ineffective management (Deb, 2005)

Every organization needs to enhance the capabilities of its employees from time to time. Companies change and employees must also change and grow with them. Many organizations provide formal and informal training for their employees in order to acquire new skills and knowledge (O'Malley & Mercer, 2000). Different learning and development programs must be available to improve performance, refine skills, learn new techniques and adjust to changing technologies (Philips & Edwards, 2009).

2.2.4.8 Performance Management

Performance management processes provide a means of building relationships with people by identifying talent and potential planning, learning and development activities and making most of the talent possessed organization (Armstrong, 2012). Talent Management is the critical factor in determining the potential performance of individual, groups and organizations. The ability to manage performance is often a major differentiator between an organization that produce adequate results and those that perform exceptionally well. Organizations that do not focus on performance management at all level have difficulty to find competitive advantage through talent (Lawler & Ulrich, 2008).

Performance is the desired behaviour which employees are compensated for. Evaluation of employees' job performance is important for human resource management ant the organization as a whole. In ever changing and competitive business world performance management serves as an effective tool for identifying, retaining and developing talent. Reward and remuneration are closely linked to performance management and are vital in attracting and retaining talent. Performance management refers to a system or framework through which organizations set work goal, determine performance feedback by means of performance appraisal or formal review, determine training and development needs and distribute rewards (Bluen & Binedell, 2013)

2.2.4.9 Talent Retention

Talent retention is one of the biggest challenges for organisations today. It is a fact that in today's fast pace and knowledge boom one of the most important factors for any organisation is talent.

Most organizations acknowledge that their human resources are the most important valuable asset. Currently people choose organizations which have congenial atmosphere and prefer to change when they are not satisfied (Bansal, Phatak, Gupta & Jain, 2009).

Retaining key talent must be a priority for every organizations strategic agenda. An essential element for talent retention is enabling employees to truly identify with the organization (Reitman, 2006). It is stated that the employees the organisation wish to retain often are the ones most likely to leave. The turnover of key employees can have a negative impact on the business (Armstrong, 2012). Talent retention is supported by effective recognition and rewards strong positive communication systems, learning and growth systems and effective supervisory behaviours (Schiemann, 2009).

2.3 WELL-BEING

In today's ever changing world, yesterdays' methods of doing work are inapplicable and non functional. A major contributing factor to monitoring stress level is that the nature of work has changed dramatically and rapidly more than employee's ability to deal with work (Allen, 2003). Work activities are becoming more complex and often imply emotional labour .Employees are often required to perform job under conditions of uncertainty, sometimes with lack of sufficient information .The performance requires extra role behaviours, initiatives, role innovation, self regulation and dedication (Naswall & Hellgren & Sverke, 2007). It is noted that all the managers and employees concerned with the well-being and mental health of people need to be aware of broader business environment and changes that take place and are likely to put more pressure on employees (Cranwell-Ward & Abbeyc, 2005). The following are the changes that are taking place in the organizations that are putting pressure on employees. Due to the more stressful and demanding workplace many employees report higher level of anxiety, increased feelings of uncertainty, lower levels of satisfaction, poor physical health and greater intention to leave their organizations (Cartwright & Cooper, 2009)

The biggest asset any organization has is its employees, and employers are becoming increasingly aware of the performance benefits of investing in health and Well-being of their employees (Jarvis, The investors in people UK 2010). It is assumed that high levels of physical fitness and psychological well-being uniformly lead to better performance and ultimately organizational productivity. It is the organizations interest to promote physical and psychological Well-being of its employees (Dewe & O'Driscoll, 2010).

Well-being at work exists when people are happy with what they do, how they are treated, how they got on with others. The well-being of employees depends on the quality of working life provided by their employers-the feelings of satisfaction and happiness arising from the work environment. The work environment consists of system of work, design of jobs, working conditions and the ways in which people are treated at work by their managers and co workers. Well being is achieved when account is taken in designing the work systems and the jobs in it of the needs of the people concerned (Armstrong, 2009).

2.3.1 Components of Well-being

According to Reiley, Sirgy and Gorman (2012) well-being has three components namely Physical Well- being, Social, emotional Well-being which include psychological and emotional Well-being. The abovementioned concepts are discussed below.

2.3.1.1 Psychological Well-being

Psychological wellbeing is defined as the affective and purposive psychological state that people experience while they are at work. Psychological well-being plays a major role in delivering important outcomes that are associated with successful, high performing organizations. It is sated that research has established that people with higher levels of psychological well being will perform better than those with lower psychological well-being (Wright & Cropanzano, cited in Cartwright et al, 2009).

It is stated that employees do not derive high levels of psychological well-being when there is absence of goals, achievements and striving that is they do not experience psychological well-being when they are not challenged (Cartwright et al. 2009). The following are reasons why psychological well being is important:

- Psychological Well-being is associated with a number of highly desirable characteristics. People with lower levels of psychological well-being are more likely to see ambiguous events as threatening (Seidlitz and Diener, 1993; Seidlitz, Wyer and Diener, 1997 cited in Cartwright et al, 2009).
- When people are higher on psychological well being their organisations perform better.
- Psychological Well-being is dynamic that is it ebbs and flexible.

2.3.1.2 Physical Well-being

Physical Well-being is described as the optimal functioning of the body's major physiological systems (Seaward, 2006). Health promotion initiatives reflect a philosophy that efforts to enhance worker well-being both (physical and psychological) will be benefiting not just to the individual but the organization as a whole (Dewe *et al*, 2010).

2.3.1.3 Social Well –being

Social well-being consists of five facets namely social acceptance, social actualization, social contribution, social coherence and social integration. Subjective or psychological well being is associated with various aspects of a person's subjective experience and evaluation of the quality of life and quality of emotional, psychological and social well-being (Keyes, Hysom & Lupo, cited in Bergh & Theron, 2008).

2.3.2 BURNOUT MEASURE

Burnout is viewed as an affective reaction to ongoing stress whose core content is the gradual depletion over time of individuals' intrinsic energetic resources, including the expression of

emotional exhaustion, physical fatigue, and cognitive weariness (Shirom 2003). Burnout, is also defined a unique affective response to stress, is a multidimensional construct consisting of emotional exhaustion, physical fatigue, and cognitive weariness, which together represent the core components of burnout (Schaufeli & Buunk, 2003; Melamed, Shirom, Berliner, & Shapira, 2006). The literature on burnout regards it as a result of continuous and prolonged exposure to stress, particularly work-related stress.

The concept of burnout that underlines Shirom melated burnout measure (SMBM) was inspired by the work of Maslash and Colleques and Pines and colleques.They defined burnout as an affective state characterized by ones feelings that one's physical, emotional and cognitive energies are depleted. The SMBM was based on Hobfoll's Conservation of Resources Theory (Hobfoll, 1989, 2002). The basic tenet of COR Theory states that people are motivated to obtain, retain, and protect that which they value. People value different resources which may include material, social, energy resources.

Burnout is most likely to occur in situations where there is an actual resource loss, perceived threat of resource loss or when one fails to obtain resources of offset lost resources situations as being stress related in COR (Hobfoll & Shirom cited in Houdmont & Leka, 2010). According to Harrington, (2013) burnout is defined as an affective reaction to ongoing stress whose core content is the gradual depletion over time of individual's intrinsic energy resources including the components of emotional exhaustion, physical fatigue and cognitive weariness. It is stated that burnout is a long process mediated by people's emotional reactions to stress that saps their emotional, physical and mental energy reserves (Harrington, 2013). Burnout based on SMBM was conceptualized as a multidimensional construct whose three facers were physical fatigue that is feeling of tiredness and low energy, emotional exhaustion which is lack of energy to display empathy to others lastly cognitive weariness (Feeling of reduced mental agility) (Houdmont *et al*, 2010).

All the components of burnout cover the draining and the depletion of energetic resources. According to Antoniou and Cooper (2005) the three reasons for focus on the combination of

physical fatigue, emotional exhaustion and cognitive weariness in the conceptualization of burnout that has led to the construction of SMBM are as follows

- Forms of energy are individually possessed and theoretically are expected to be closely interrelated. The COR theory postulates that personal resources affect each other and exist as a pool, and that lacking one is often associated with lacking other
- The three forms of individually possessed energy included in the SMBM represent a coherent set that does not overlap any other established behavioural science concept like depression and anxiety or like aspects of the self concept as self esteem and self efficiency.
- The conceptualisation of the SMBM clearly differentiates burnout from stress appraisals antecedent to burnout, from coping behaviours that individuals may engage in to ameliorate the negative aspects of burnout such as distancing themselves from client recipient and from performance decrements (Antoniou & Cooper, 2005)

2.3.2.1 Physical fatigue

According to Bahrer-Kohler (2013) physical fatigue refers to a feeling of tiredness and low levels of energy to carry out daily tasks, like getting up in the morning to go to work. Employees affected by burnout become less energetic and less interested in their jobs (Schulz & Schultz, 2014). Burnout is seen as an unpleasant experience of work life with negative implications for performance, health and wellbeing (Cartwright *et al.*, 2009).

2.3.2.2 Emotional Exhaustion

Emotional exhaustion refers to feeling too weak to display empathy to clients or co workers and lacking energy needed to invest in relationships with other people at work (Bahrer-Kohler, 2013). It is noted that mental exhaustion is the most common type used to define an individual who is suffering from burn-out and the most obvious manifestation of this complex syndrome. When individuals describe themselves or others as experiencing burn-out, they most often refer to the experience of exhaustion (Maslach, Schaufeli, & Leiter, 2001).

2.3.2.3 Cognitive Weariness

Cognitive weariness refers to feelings of slow thinking and mental agility (Bahrer-Kohler, 2013). Employees experiencing burnout are apathetic, depressed, irritable and bored and tend to find fault with all aspects of their working environment, including their co workers and react negatively towards others (Schultz *et al*, 2014).

2.4 INTENTION TO QUIT

Intention to quit an organisation occurs when demands are placed on an individual or when antecedent conditions (pay, job satisfaction, etc.) are perceived as being positively related to wanting to leave the organisation (Firth, cited in Mpofu, 2012). Some employees decision to leave is taken at the spur of the moment, some incidents occurring or a management decision being confirmed that leaves little room for second thought. It is noted that in other cases the process is drawn out for a long time an employee still deciding when to leave (Taylor 2010).

According to Philips and Edwards (2009) researchers often attempt to identify the leading indicators of turnover and they further stated that in previous researches done job satisfaction has been the measure used as it showed that low rate of job satisfaction would usually lead to turnover. It is noted that organization commitment may be a better indicator as it measure the degree to which and employee identities, connects and support the organization (Phillips & Edwards, 2009).

2.4.1 Reasons for leaving

There are four major categories of the causes of employee turnover in the workplace and they include the following pull factors, push factors, unavoidable turnover and involuntary turnover.

2.4.1.1 Pull Factors

This type of resignation occurs when the major cause is the positive attraction to another organization, the employee concerned may be satisfied with the current employer and happy with all aspects of the work. The employee may decide to move in search for something better like

higher pay rates, better long term career opportunities or even more convenient hours of work. It is stated that where pull factors are concerned the organization seeking to reduce employee turnover rates will gain a little by seeking to enhance job satisfaction (Taylor, 2010).

2.4.1.2 Push Factors

Regarding the push factors the cause of resignation is the perception that something is wrong with the current employer and the employee concerned may resign in order to secure a better job. The concerned employee will move to join another organization without knowing anything about it but this is influenced by the fact that one does no longer enjoy working for the current employer. There are different reasons that fall under this factor and include the following prevailing organizational culture, personality clashes with colleagues, or an employee is simply bored and fed up with his everyday work. In extreme cases of employee dissatisfaction an employee will just move with securing another job (Taylor, 2010).

2.4.1.3 Unavoidable Turnover

In this category the reasons for leaving are mainly outside the control of the organization. This type of turnover does not occur due to dissatisfaction with the job or job opportunities somewhere but due to reasons not connected to work. Retirement is one of the examples of unavoidable turnover as everyone has to retire at one stage of their career. Ill health which sometimes leads to the incapacity of the employee or women on maternity who may chose not to return to work (Taylor, 2010).

2.4.1.4 Involuntary Turnover

This type of turnover the employer initiates the departure and the employee would have remained in the organization had the employer not ask him to leave. Redundancies, short layoffs, ended fixed term contracts and dismissals fall under this category. Turnover has negative impact on the organizations in that organizations are competing in a tight labour market where the success of the organizations depends on the critical skills. Recruiting and retaining appropriate talent determines

the survival of the organization. Excessive turnover of employees should command attention of everyone in the organization (Phillips & Connell, 2003).

2.5 TOWARDS A CONCEPTUAL MODEL RELATING TALENT MANAGEMENT, WELL-BEING AND INTENTION TO QUIT

2.5.1 Talent Management and Well-being

Organisations that have talent management policies and practices that demonstrate commitment to human capital result in more engaged employees and lower turnover. Consequently, employee engagement has a substantial impact on employee productivity and talent retention. Employee engagement, in fact, can make or break the bottom line (Lockword, 2006). The main reason why organisations search and hire talent is because they want to achieve competitive advantage. Employee engagement is based on the philosophy that employees give the best of their abilities and remain with the organisation if it is able to meet their individual needs such as challenging job, an enabling social working environment, and career development (Eldge, 2010).

According to Cheese et al, (2008) people need physical, intellectual and emotional resources to engage at work that is they must have the energy to invest. Obstacles that drain resources will limit the amount of physical, mental and emotional energy that individuals can bring to their work roles thus leading to the reduction of engagement. It is stated that even the most dedicated employees cannot work indefinitely with unreasonable job demands (Cheese *et al*, 2008).

2.5.2 The Relationship between Talent Management Practices and Intention to Quit

It was found in previous researches 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 (Du Plessis et al., 2010; Mpofu, 2013). Talent Management practices are therefore seen as part of Human Resources 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; Mpofu, 2013).

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 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 (Mpofu, 2013).

2.5.3 Well-being and intention to quit

Turnover intention is an early sign of the emergence of turnover behaviour, and is usually seen as last options for employee if workplace is not relevant to what the expected. For employee, turnover is way out to get better, but for companies it can be a distinct disadvantage (Nasution, cited in Amin & Akbar 2013:3).

Employees who have fulfilled their well-being in the workplace are more productive, contributing to the organization's goals, and low of intentions to leave (Harter, Schmidt & Hayes, cited in Amin *et al.*, 2013). Samad (cited in Amin *et al.*, 2013) also stated the process of identifying factors influence of turnover intentions becomes important to be considered in turn lower of turnover rate in the company. Robertson and Copper (cited in Amin *et al.*, 2013) suggested employee well-being

contributed towards increase of productivity and organizational performance. It will increase service to customers, profitability, and reduced employee turnover and absenteeism.

2.6 CONCLUSION

This chapter discussed the literature review in relation to the concepts of Talent Management, Well being and Intention to quit. Different types of Talent Management Practices were discussed in this chapter .The next chapter deals with research design and methodology.

Chapter 3:RESEARCH DESIGN AND METHODS

3.1 INTRODUCTION

This chapter describes different methods and procedures that are used to obtain data required in this study. The following are included in this chapter research approach, research methods, data collection methods, statistical analysis, ethical consideration, validity/reliability and conclusion.

3.2 RESEARCH OBJECTIVE

The general objective of this research is to determine the impact of Talent Management on Burnout and turnover intentions of employees in the Botswana mining Industry. The following specific objectives were also formulated in this study:

- To determine the impact of talent management on the Well-being of employees in the Botswana mining industry;
- To determine the impact of talent management of turnover intentions of employees in the mining industry;
- To determine the impact of Well-being on the turnover intentions of employees in the Botswana mining industry;

3.3 RESEARCH PARADIGM/PHILOSOPHY

According to Henn, Weinstein and Foard (2009) a paradigm is a collection of beliefs and assumptions about what should be studied and how. Paradigm concerns methodology, epistemology and ontology. The study makes use of the positivist point of view, due to the quantitative nature of the research with the aim of obtaining objective and empirical information on the impact of Talent Management on the Well-being and Turnover Intentions of employees in the Botswana mining Industry

3.4 RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically and study the various steps that are generally adapted by a researcher in analysing a research problem along with the logic informing them (Daniel & Sam, 2011).

According Bell and Bryman (2007) research method is simply a technique for collecting data. It involves specific instruments such as, self completion questionnaires, or structured interview schedules or participant observation whereby the researcher listens to and watches others. In this study a descriptive research method is used. Descriptive research includes surveys and fact finding enquires of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present (Kothari, 2004). According to Monsen and Van Horn (2008) descriptive research is an effective way to obtain information used in devising hypotheses and proposing associations.

3.5 RESEARCH DESIGN

According to Kothari (2004) research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. It is further stated that research design is the conceptual structure within which research is conducted; it constitutes the blueprint for collection, measurement and analysis of data (Kothari, 2004).

3.5.1 Characteristics of the research design

Cross-Sectional: In a Cross sectional study the researcher examines a single point in time or takes a one point snapshot approach (Neuman, 2007). This study can be considered as cross sectional, as data was collection from one respondent once using questionnaires and data collected determined the impact of Talent Management on the Well being and turnover intentions of employees in the Botswana mining Industry. Neuman (2007) further states that cross sectional research can be explanatory, descriptive, but it is most consistent with a descriptive approach study.

Quantitative Data: A quantitative study seeks numerical data (Walsh, 2001). Quantitative research is usually concerned with collection and analysis of data that focus on numbers, frequencies and trends (Walsh et.al, 2003:16). This study is quantitative in nature as it uses numerical data and data is statistically analysed.

Primary Data: According to Rose, Spinks and Canhoto (2014) primary data refers to any data that are collected specifically for the purposes of the research project. This study uses primary data using questionnaires to address the research problem and objectives.

Empirical Research: This study is considered as empirical as the researcher has collected and analysed primary data.

Basic Research: Basic Research is designed to increase scientific understanding of phenomena without particular practical goals (Graziano & Raulin, 2007). This study is undertaken with the aim of understanding talent management in the Botswana mining environment.

Descriptive Research: According to McNabb (2010) descriptive research designs are used to develop a snap shot of a particular phenomenon of interest. Descriptive studies involve large samples. They provide a description of an event, or help define a set of attitudes, opinions or behaviours that are observed or measured at a given time and given environment (McNabb, 2010).

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 (Babbie, 2008; Creswell, 2009).



3.6 QUANTITATIVE METHODS

According to Walsh and Wiggins (2003) quantitative research seeks numerical data. It is stated that when data has been collected statistical techniques are used to establish and describe numerical patterns and relationships that exist in the data. Quantitative methodologies include experiments, surveys, and comparative and correlational studies and instruments include standardised tests, scaled responses, and checklists and closed ended questions. Researchers focus on relationships among variables, test hypotheses, examine methods and conclusions for bias and apply standards of validity and reliability to ensure objectivity (Kourlzin, Piquemal, & Norman 2009). The study uses basic descriptive statistics to describe quantitative data in terms of deriving conclusions and distribution of the research questionnaire. Descriptive statistics are statistical procedures used to summarise, organise and simplify data. Descriptive statistics are techniques that take raw scores and organise or summarise them in a form that is more manageable scores (Gravetter & Wallnau 2010). Both primary and secondary sources of research are used in this study to obtain data. Primary research data was obtained through a questionnaire survey and secondary research data was obtained from previous studies on the same topic.

3.7 UNIT OF ANALYSIS

The unit of analysis is the person or object from whom the social researcher collects data (Bless, Higson-Smith & Kagee, 2006). According to Goddard and Melville (2007) a population is any group that is the subject of research interest. For the purpose of the study the population refers to employees of Debswana Jwaneng mine who are employed on permanent basis. They include Artisans, Engineers and Technicians. The mine has 2000 employees and 5000 employees employed by contractors. Out of all the employees 12% were selected to take part in this study.

3.8 SAMPLING

According to Sekaran and Bougieq (2010) Sampling is the process of selecting a sufficient number of right elements from the population so that a study of the sample and understanding of its properties or characteristic makes it possible for the researcher to generalise such properties or characteristics to the population elements. A sample is a subset of the population it comprises some

members selected from it. Sekaran and Bougie (2010) further state that by studying the sample the researcher should be able to draw conclusions that are generalisable to the population of interest. The mine has N=2000 who are employed directly by Debswana Jwaneng mine and the Sample n240 took part in the study therefore representing the entire population of the mine.

3.8.1 Sampling Technique

According to McNabb (2008) there are a number of techniques that researchers can use to achieve greater reliability of a sample of study with a minimum additional cost. The sampling method used in this study is simple random sampling. In case of simple random sampling every unit of the population has a known, non zero probability of being selected which implies equal probability of every unit to be selected (Singh, 2007, 103).

3.8.1.1 Sample size

According to Johnson (2002) sample size is a function of the population of interest, the desired confidence level and level of precision. The size of the sample should neither be small nor large. It should be optimum (DR Kumar, 2008). It is stated that a large sample is more representative but very costly and a small sample on the other hand, is much less accurate but more convenient (Bless, Kagee & Higson-Smith, 2006). The size of the sample in the study for the mine is N=240.

3.9 DATA COLLECTION

The questionnaire was used as the main source of data in this study. According to Goddard and Melville, (2007) questionnaire is a printed list of questions that respondents are asked to answer. A likert scale type of questionnaire was used in this study. According to Sullivan (2009) likert scale is a rating scale that respondents use to answer a question asking the extent to which they agree or disagree with a particular statement .Likert scales take the form of a series of statements that are rated on a 5 point scale (Erwin, 2014).

3.9.1 Advantages of using questionnaires

The following are advantages of using questionnaires:

- Questionnaires are economical in the sense that they can supply a considerable amount of research data for relatively low costs in terms of materials, money and time;
- Questionnaires are easier to arrange;
- Questionnaires supply standardised answers to an extent that all the respondents are posed with exactly the same questions with no scope for variation to slip via face to face contact with the researcher;
- Questionnaires encourage pre-coded answers
- Questionnaires rely on written information supplied directly by people in response to questions asked by the researcher (Denscombe, 2003).

3.9.2 Disadvantages of Questionnaires

- Information obtained in the self administered questionnaire survey is limited to the written responses to prearranged questions. This may result in more 'do not' no answers and incomplete information.
- Self reported information raises concerns regarding validity due to the characteristics of the respondents- their motivation may lead to reluctance to answer honestly and their limited knowledge may lead to a misunderstanding or a lack of information for answering the questions.

These disadvantages of self administered questionnaire may mean a lower per capita yield information than interview, a higher degree of ambiguity and non response from question to question and a higher refusal rate, which may indicate that only a certain type of respondent, is replying (Cargan, 2007).

3.9.3 Measuring Instruments

3.9.3.1 Human Capital Index (HCI)

The Human Capital Index (adapted version) of the Human Capital Institute (2008) was used to measure the perceived talent management practices and the importance talent management practices of the organisation. (Du Plessis cited from Magolego 2012). The measure consists of 28 items and measures six talent management practices: Talent Review Process, Workforce Planning, Staffing, Talent Acquisition, Talent Development and Talent Retention. A dual scale used in this study. Respondents are 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 are 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).

3.9.4 Shirom –Melated Burnout Measure

The last questionnaire used to collect data in the study is Shirom Melated Burnout Measure. The participants rated themselves on a 7 point likert scale ranging from never or almost never to always or almost always (Shirom, 2003). The following are some of the items that the participants were asked to rate: I feel tired, I have no energy for going to work in the morning and I feel I am able to contribute new ideas.

3.9.5 Intention to quit

In order to measure and determine the extent at which employees at which employees intend to leave their organizations, three items were used to determine the employee’s intent to leave their organization. The three questions that measured this one construct were simple and straightforward (Theron et al., 2014). The participants rated themselves on a 6 point likert scale ranging from strongly disagree to strongly agree. The respondents were asked to rate the following three items:

3.10 RESEARCH PROCESS

Permission was requested from the Human Resources Department of Debswana Jwaneng Mine and a written approval to conduct research was issued. A questionnaire was developed and presented to the employees of the mine. Employees were urged to be honest whenever they were responding to the questions on the questionnaire. Confidentiality and anonymity was assured to participants'. The researcher hand delivered and collected the questionnaires from the participants.

3.11 DATA ANALYSIS

Statistical analysis was carried out using the SPSS Program (SPSS, 2014). The reliability and validity of the measuring instruments were determined by means of Cronbach alpha coefficients, as well as exploratory factor analysis. Pearson product-moment correlation coefficient was used to specify the relationship between the variables. A cut-off point of 0, 30 (medium effect, Cohen, 1988) was set for the practical significance of correlation coefficients.

3.12 DEVELOPING OF RESEARCH HYPOTHESES

For purposes of this research four hypotheses were formulated as indicated in Figure 3.1 below. The model is a structural illustration of the relationship as hypothesised in this study

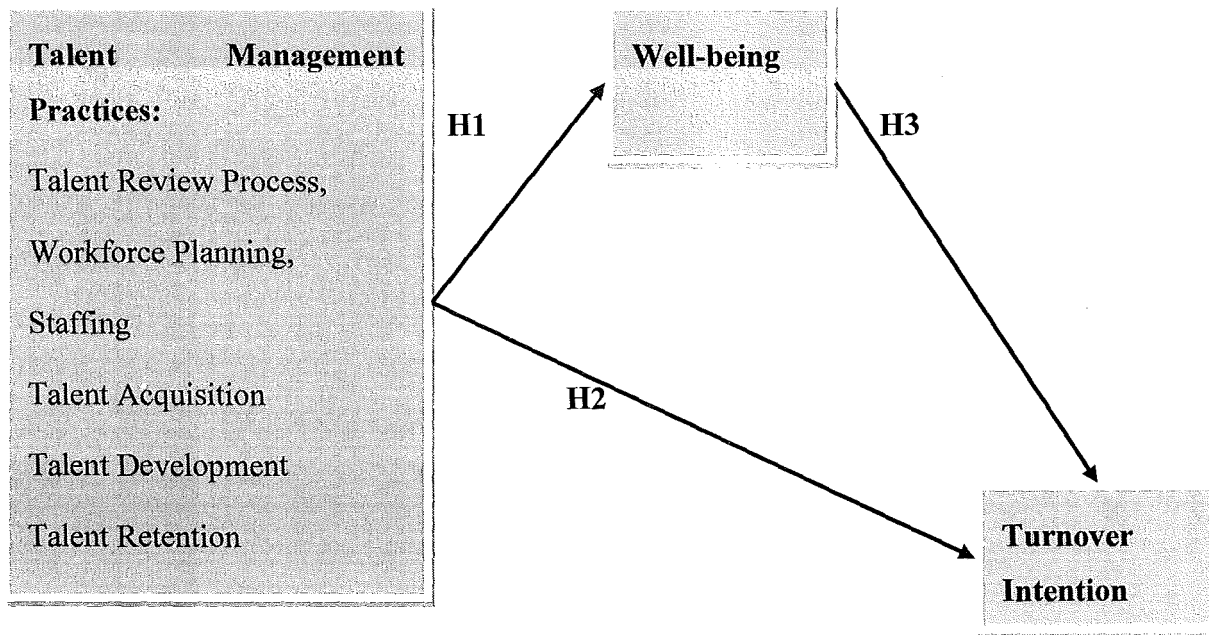


Figure 3-1: Hypothesised Model for the Study

H1: There is a significant positive relationship between Talent management and Well-being

H2: There is a significant negative relationship between Talent management and Turnover intentions.

H3: There is a significant negative relationship between well-being and turnover intentions of employees.

3.13 STRATEGIES TO ENSURE QUALITY AND RIGOUR OF THE RESEARCH DESIGN

3.13.1 Reliability

Reliability is the consistency of your measurement, or degree to which an instrument measures the same way each time it is used under the same condition with the same object. A measure is considered reliable if a person's score on the same test given twice is similar (Wysocki 2007). Reliability is the "extent to which the data collection technique or techniques will yield consistent findings, similar observations would be made or conclusions reached by other researchers or there

is transparency in how sense was made from the raw data” (Saunders, Lewis, & Thornhill, 2009, p. 609).

The following are the prominent factors involved when considering whether a measure is reliable:

3.13.1.1 Stability

This consideration entails asking whether or not a measure is stable over time, so that one can be confident that the results relating to that measure for sample of respondents do not fluctuate (Bell & Bryman, 2007).

3.13.1.2 Internal Reliability

The key issue is whether or not the indicators that make up a scale or index are consistent, in other words, whether or not respondents’ scores on any one indicator tend to be related to their scores on other indicators. Reliability refers to the consistency of a measure of a concept (Bell & Bryman, 2007).

3.13.1.3 Validity

Validity refers to the degree to which a method, a test or research tool actually measures what is supposed to measure. Validity tends to be related to the notion of truth a measurement is valid according to the degree which the measuring instrument or procedure matches its label (Szczerbinsk & Wellington, 2007). Validity is measured in two dimensions namely internal validity and external validity (Bless *et al* 2006).

3.13.1.4 Bias and Errors in Survey Research

According to Petrie and Sabin, (2009) bias in survey research occurs when there is a systematic difference between the results from a study and true state of affairs. The following are errors that have to be minimised in a study;

3.13.1.5 Measurement error

Measurement error is defined as an inaccuracy found in the measurement variable. (Graziano & Raulin, 2007). Measurement refers to error in surveys responses arising from a method of data collection, the respondents or the questionnaire (Biemer, Groves, Lyberg, Mathiow & Sudman, 2004). These types of errors can be eliminated by ensuring that the instruments used in the study have been tested for reliability and validity.

3.13.1.6 Sampling error

Sampling error occurs as a result from differences between the study sample and the population. The sample may not be the representative of the population because of the choice of an inappropriate sampling method (Bless *et al*, 2006).

3.14 RESEARCH ETHICS

Research ethics refer to the standards of behaviour and practical procedures that researchers are expected to follow.(Walsh, 2001).Research ethics places an emphasis on the humane and sensitive treatment of research participants who may be placed at varying degrees of risk procedures (Bless *et al*, 2006).The following are ethical considerations which are relevant to the study

3.14.1 Protection from harm

The golden rule of research is that the researcher should never do any harm to research participants or those who may be affected by the research (Walsh, 2001) It is stated that it a fundamental responsibility of every researcher to do all in his/or her power to ensure that participants in a research study are protected from any physical or psychological harm or danger that may arise from research procedures (Walten and Fraenkel, 2001).

In order to ensure that the researcher adheres to this ethic of the risk of harm to the participants in the study, the researcher invited the participants to ask any question which they may need clarity about when taking part in the study. The researcher also provided her contact details to the

participants to communicate on anything which the participants may not be comfortable about. This was of great benefit to the researcher in that the participants gave feedback on their experiences and anything that had negative effect was corrected in the study.

3.14.2 Informed Consent

According to Jupp, (2006) informed consent is an ethical principle implying a responsibility on the part of the social research to strive to ensure that those involved as participants in a research not only agree and consent to participating in the research of their own free choice without being pressurised or influenced, but they are fully informed about what is it they are consenting to. Babbie (2010) states that it is a norm in which subjects base their voluntary participation in research projects on a full understanding of the possible risks involved. In order to adhere to this ethical consideration the researcher was granted a permission to conduct research by the organization where the study was done. The participants were informed about the study and were asked to assist the researcher on their own will that is, to voluntarily participate in the study.

The following aspects of informed consent were considered in this study:

3.14.3 Voluntary Participation

According to Miller and Brewer (2003) an individual partakes in research according to his/her own freewill and therefore, a good researcher should inform participants that the research is voluntary and can withdraw at anytime.

It is further stated that no one should be forced to participate. All must be aware that they are participating in the study, be informed of the consequences of the study and consent to participate (Babbie & Rubin, 2010). Even though the researcher was given a consent letter by the organisation employees were not forced to participate it was their own choice and at their own time.

3.14.4 Informed Consent form

The goal of informed consent is to ensure that people understand what it means to participate in a particular study so they can decide in a conscious, deliberate way whether they want to participate (Guest & MacQueen, 2008). The informed consent form was designed to ensure that participants with different backgrounds, qualifications and home languages would be able to understand it easily. The informed consent form was distributed with an information leaflet to ensure that all participants received complete information about the study, and the processes which would be followed

3.14.5 Confidentiality and anonymity

Confidentiality and anonymity are two standards that are applied in order to help protect the privacy of research participants. Anonymity refers to concealing the identity of participants in all documents resulting from research (Burns & Burns, 2008). Confidentiality is an active attempt to remove from the research records any identifying features of the research participant and anonymity means that those who participate in the research remain nameless (Henn & Weinstein, 2006). Information collected by the researcher would only be used for the purposes stated by the researcher and no personal information of participants would be shared with anyone without their consent. Participation was anonymous, meaning the respondents did not write their names on the questionnaire.

3.14.6 Dissemination of individual results

Dissemination is the means by which the researcher tells others about his project, its purpose, methods and results (Miner & Miner, 2008). Individual results from the research were not disseminated or made available to the research participants. All Participants in the study will have access to the final research report should they wish to read it.

3.15 CONCLUSION

This chapter provided a detailed discussion of the research design and the methods used in this study. The following were discussed; research design, population, sampling techniques, data collection methods and statistical analysis in order to show how the research was conducted. The next chapter provides the findings and results of the study by analysing the data that was collected through questionnaires.

Chapter 4:RESULTS

4.1 INTRODUCTION

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 sample demographics and descriptive
- **Phase 2:** Analysis of the data measuring instruments, Talent Management Practices, Well-being Shirom (Burnout Measure) and Intention to quit
- **Phase 3:** Hypothesis testing

The following is the presentation of the phase one of results which is the demographics of the sample used in this study

4.2 PHASE 1: SAMPLE DEMOGRAPHICS

The following section shows the demographics of the sample group used in this study with regards to the biographical information supplied by the respondents. Managers, Engineers, Technicians and Artisans were identified as the units of analysis for this study. 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, Finance, Mining, Mining Resources Ore Processing, Engineering Services etc.) and then their department within the specific function (Payroll, Creditors, Health, Procurement, etc.). By stating one of these, the researcher was able to determine which function had the highest levels of work Talent Management, Well-being 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. Two hundred and Forty (240) questionnaires were sent out to one of Botswana Mines. Two hundred and six (206) responses were originally received, a 92.92% response rate, only two hundred and six were useable (206), giving a final response rate of 85.83%. The following section provides more insight into the biographical information of the sample group.

4.2.1 Frequency Distribution of Gender

According to Table 4.1, the majority of respondents in this study were males 94.7% while females represented 5.3% of the respondents.

Table 4-1: Frequency Distribution for Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	195	94.7	94.7	94.7
Female	11	5.3	5.3	100.0
Total	206	100.0	100.0	

4.2.2 Frequency Distribution of Marital Status

Table 4.2 showed that 35.9% of the respondents were single, 23.8% were engaged, 39.3% were married and 1.0% was divorced.

Table 4-2: Frequency Distribution for Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	74	35.9	35.9	35.9
Engaged	49	23.8	23.8	59.7
Married	81	39.3	39.3	99.0
Divorced	2	1.0	1.0	100.0
Total	206	100.0	100.0	

4.2.3 Frequency Distribution of Home Language

Table 4.3 showed that majority 98.1% of the respondents speak Setswana as their home language, 1.0% speaks English and 1.0% speaks other languages.

Table 4-3: Frequency Distribution of Home Language

	Frequency	Percent	Valid Percent	Cumulative Percent
Setswana	202	98.1	98.1	98.1
English	2	1.0	1.0	99.0
Other	2	1.0	1.0	100.0
Total	206	100.0	100.0	

4.2.4 Frequency Distribution of Age

Table 4.4 above showed that 60.2% of the respondents in this study were aged between 30-39 years. They were followed by 30.6% of respondents aged between 40-49 years. The last respondents 9.2% were aged between 20-29 years.

Table 4-4: Frequency Distribution of Age

	Frequency	Percent	Valid Percent	Cumulative Percent
20-29 years	19	9.2	9.2	9.2
30-39 years	124	60.2	60.2	69.4
40-49 years	63	30.6	30.6	100.0
Total	206	100.0	100.0	

4.2.5 Frequency Distribution of Educational Qualifications

Table 4.5 indicates that 44.7% of employees in the organisation have obtained a certificate (NCC) as their highest level of qualification, and then 25.7 % obtained a Bachelors Degree. This is followed by 24.3% of employees obtained a Diploma in different fields of study. 4.9% of respondents obtained Advanced Diploma and the last .5% obtained Cambridge as their highest qualification

Table 4-5: Frequency Distribution for Educational Qualifications

	Frequency	Percent	Valid Percent	Cumulative Percent
Cambridge	1	.5	.5	.5
Certificate	92	44.7	44.7	45.1
Diploma	50	24.3	24.3	69.4
Advanced Diploma	10	4.9	4.9	74.3
Bachelor's Degree	53	25.7	25.7	100.0
Total	206	100.0	100.0	

4.2.6 Frequency Distribution of Job Levels

Table 4.6 shows the job levels of all respondents in this study. The majority of the respondents indicated that they were employed in operational job levels 45.1%. The table also shows that 19.9% of the respondents held Middle Management positions whereas 18.0% were employed in Lower management positions and 17.0% in supervisory positions.

Table 4-6: Frequency Distribution for Job Levels

	Frequency	Percent	Valid Percent	Cumulative Percent
Middle Management	41	19.9	19.9	19.9
Lower Management	37	18.0	18.0	37.9
Supervisory	35	17.0	17.0	54.9
Operational	93	45.1	45.1	100.0
Total	206	100.0	100.0	

4.2.7 Frequency Distribution of Work Experience

Table 4.7 shows the work experience the respondents had. The majority 52.4% had between 0-10 years work experience and 47.6% had between 11-20 years work experience.

Table 4-7: Frequency Distribution the Number of Years of Work Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
0-.10 years	98	47.6	47.6	47.6
11-20 years	108	52.4	52.4	100.0
Total	206	100.0	100.0	

4.2.8 Frequency Distribution of Number of Years working in current job

Table 4.8 Biographical data on number of years of years on current job shows that over 53.4% of the respondents had been working for a period of 0 to 5 years in their current jobs. Furthermore, 45.6% of the respondents had 6 to 10 years of service in their current job.

Table 4-8: Frequency Distribution of the Number of Years working in the current job

	Frequency	Percent	Valid Percent	Cumulative Percent
0-5 years	110	53.4	53.4	53.4
6.-10 years	94	45.6	45.6	99.0
11.-15 years	2	1.0	1.0	100.0
Total	206	100.0	100.0	

4.2.9 Frequency Distribution of Chances of Promotion

Table 4.9 above showed that 55.8% of the respondents had 0 chances of promotion over the last five years. It also shows that 41.3% of the respondents had a single chance of promotion for the past five years. 2.9% of the respondents had received two chances of promotion

Table 4-9: Frequency Distribution of Chances for Promotion

	Frequency	Percent	Valid Percent	Cumulative Percent
0	115	55.8	55.8	55.8
1	85	41.3	41.3	97.1
2	6	2.9	2.9	100.0
Total	206	100.0	100.0	

4.2.10 Frequency Distribution of Basis of Employment

Table 4.10 on basis of employment shows that 99.5% of the respondents in the study are employed on permanent basis and 5% is employed on temporary basis

Table 4-10: Frequency Distribution for Basis of Employment

	Frequency	Percent	Valid Percent	Cumulative Percent
Permanent	205	99.5	99.5	99.5
Temporary	1	.5	.5	100.0
Total	206	100.0	100.0	

4.2.11 Frequency Distribution of Hours work per week

Table 4.11 shows that 89.3% of the respondents worked between 41 to 50 hours per week. The table also indicates that 10.2% of the respondents worked between 31 to 40 hours per week. Additionally .5% of the respondents worked between 11 to 20 hours.

Table 4-11: Frequency Distribution of Hours work per week

	Frequency	Percent	Valid Percent	Cumulative Percent
11.-20	1	.5	.5	.5
31-40	21	10.2	10.2	10.7
41-50	184	89.3	89.3	100.0
Total	206	100.0	100.0	

4.2.12 Frequency Distribution of Full Annual Leave entitlement used

Table 4.12 Shows the last biographical question enquired about the participants annual leave entitlement used The majority of the respondents, 64.1%, stated that they always use all of their annual leave entitlement, while 35.9% of the participants stated they sometimes use their full entitlement of annual leave

Table 4-12: Frequency Distribution of Full Entitlement to Annual Leave

	Frequency	Percent	Valid Percent	Cumulative Percent
Sometimes	74	35.9	35.9	35.9
Always	132	64.1	64.1	100.0
Total	206	100.0	100.0	

4.3 PHASE 2: RESULTS PERTAINING TO THE INSTRUMENTS

Following the presentation on the demographics of the sample used in this research study presented as phase two, which will discuss the results based on 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, Well-being Shirom (Burnout measure) 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 - Current

In this section the emphasis 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 inter-item correlation matrix was determined by applying the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity for the Human Capital Index – Current Status. Due to the low number of responses, the researcher did a factor analyses for each individual factor as measured by the Human Capital Index. The results of the KMO for the Dimensions of the Human Capital Index are presented in Table 4-13 below.

Table 4-13: KMO and Bartlett's test of inter-item correlation

	KMO	Approx. Chi-Square	Df	Sig.
Management Commitment	.801	238.790	10	.000
Talent Review Process	.874	174.398	10	.000
Workforce Planning	.769	218.389	10	.000
Staffing	.707	96.326	6	.000
Talent Acquisition	.768	121.390	6	.000
Talent Commitment	.733	119.326	6	.000
Talent Development	.873	291.875	10	.000

As evidenced in Table 4.13 above, the KMO measure verified the sampling adequacy for factor analysis for each of the individual factors, since the value of KMO is **0.801** which is above the 0.6 cut off point set by Hair et al. (2010). Bartlett's Test of Sphericity was significant ($p < 0.05$), indicating correlations between items were sufficiently large for a factor analysis. Thus the sample is suitable for further analysis by means of factor analysis.

4.3.1.2 Factor Analysis

An exploratory factor analysis using the Principle Component Factoring extraction method was performed on all the individual factors of the Human Capital Index which measures the current application of Talent Management Practices. The results showed adequate variance explained for each individual factor. The item loadings were acceptable for the factors. The reliabilities for each factor ranged from acceptable to very good. The results are reported in Table 4.14 and Table 4.15 below

Table 4-14: Total Variance Explained for HCI-Current

	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	Cumulative %
Management Commitment	3.668	73.362	73.362	3.360	67.199
	.611	12.210	85.572		
	.454	9.089	94.661		
	.218	4.361	99.022		
	.049	.978	100.000		
Talent Review Process	3.105	62.101	62.101	2.723	54.453
	.975	19.499	81.601		
	.426	8.524	90.125		
	.325	6.495	96.620		
	.169	3.380	100.000		
Workforce Planning	2.861	57.214	57.214	2.390	47.800
	1.092	21.835	79.048		
	.466	9.317	88.365		
	.350	7.007	95.372		
	.231	4.628	100.000		
Staffing	2.511	62.780	62.780	2.070	51.757
	.800	19.990	82.770		
	.462	11.560	94.330		
	.227	5.670	100.000		
Talent Acquisition	1.939	64.628	64.628	1.447	48.239
	.638	21.269	85.897		
	.423	14.103	100.000		
	1.939	64.628	64.628	1.447	
Talent Development	2.904	58.080	58.080	2.430	48.606
	1.006	20.119	78.199		
	.587	11.740	89.940		
	.334	6.682	96.621		
	.169	3.379	100.000		

Table 4-15: Factor Matrix for HCI-Current

	Factor Matrix	Cronbach Alpha
Management Commitment	.677	.608
HCC1	.469	
HCC2	.744	
HCC3	.642	
HCC4	.864	
HCC5	.677	
Talent Review Process		.751
HCC6	.535	
HCC7	.958	
HCC8	.755	
HCC9	.777	
HCC10	.589	
Workforce Planning		.693
HCC11	.462	
HCC12	.638	
HCC13	.873	
HCC14	.631	
HCC15	.795	
Staffing		.678
HCC16	.672	
HCC17	.614	
HCC18	.650	
HCC19	.905	
Talent Acquisition		.658
HCC20	.758	
HCC21	.544	
HCC22	.760	
HCC23	.758	
Talent Development		.636
HCC28	.832	
HCC29	.501	
HCC30	.628	
HCC31	.765	
HCC32	.713	

4.3.2 Results: Human Capital Measure of Talent Management Practices – Importance

This section deals with Talent Management Practices. Respondents were requested to indicate the extent to which they perceived the importance of Talent Management Practices. The results are reported in the ensuing section. 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 implemented:

4.3.2.1 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 inter-item correlation matrix of the Talent Management Practices. The results of the KMO for the Talent Management Practices are presented in Table 4.16 below.

Table 4-16: KMO and Bartlett's test of inter-item correlation

	KMO	Approx. Chi-Square	df	Sig.
Management Commitment	.858	300.924	10	.000
Talent Review Process	.858	236.772	10	.000
Workforce Planning	.840	193.224	10	.000
Staffing	.801	110.891	6	.000
Talent Acquisition	.829	166.984	6	.000
Talent Development	.854	246.109	10	.000

As evidenced in Table 4.16 above, the KMO measure verified the sampling adequacy for factor analysis, since the value of KMO is **0.821** which is above the 0.6 cut off point set by Hair et al. (2010). Bartlett's Test of Sphericity was significant ($p < 0.05$), indicating correlations between items

were sufficiently large for a factor analysis. Thus the sample is suitable for further analysis by means of factor analysis.

4.3.2.2 Factor Analysis

An exploratory factor analysis using the Principle Component Factoring extraction method was performed on all the individual factors of the Human Capital Index which measures the current application of Talent Management Practices. The results showed adequate variance explained for each individual factor. The item loadings were acceptable for the factors. The reliabilities for each factor ranged from acceptable to very good. The results are reported in Table 4.17 and 4.18 below:

Table 4-17: Total Variance Explained for HCI-Importance

	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	Cumulative %
Management Commitment	3.655	73.103	73.103	3.342	66.845
	.608	12.158	85.261		
	.441	8.815	94.076		
	.248	4.969	99.045		
	.048	.955	100.000		
Talent Review Process	3.149	62.977	62.977	2.926	58.510
	.897	17.931	80.907		
	.695	13.895	94.802		
	.213	4.262	99.064		
	.047	.936	100.000		
Workforce Planning	2.869	57.377	57.377	2.414	48.274
	.776	15.515	72.892		
	.632	12.636	85.528		
	.498	9.961	95.489		
	.226	4.511	100.000		
Staffing	2.415	60.387	60.387	1.931	48.277
	.891	22.284	82.670		
	.380	9.494	92.165		
	.313	7.835	100.000		
Talent Acquisition	2.395	59.866	59.866	1.908	47.688

	.716	17.904	77.770		
	.554	13.861	91.631		
	.335	8.369	100.000		
Talent Development	2.506	62.638	62.638	2.053	51.319
	.798	19.939	82.577		
	.460	11.510	94.087		
	.237	5.913	100.000		
	2.506	62.638	62.638	2.053	51.319

Table 4-18: Factor Matrix for HCI-Importance

	Factor Matrix	Cronbach Alpha
Management Commitment		.585
HCI1	.842	
HCI2	.931	
HCI3	.762	
HCI4	.829	
HCI5	.705	
Talent Review Process		.751
HCI6	.329	
HCI7	.953	
HCI8	.828	
HCI9	.479	
HCI10	.997	
Workforce Planning		.765
HCI11	.462	
HCI12	.638	
HCI13	.873	
HCI14	.631	
HCI15	.795	
Staffing		.678
HCI16	.524	
HCI17	.755	
HCI18	.663	
HCI19	.805	
Talent Acquisition		.728
HCI20	.669	

HCI21	.507	
HCI22	.732	
HCI23	.816	
Talent Development		.639
HCI28	.602	
HCI29	.656	
HCI30	.698	
HCI31	.879	
HCI32	.602	

4.3.2.3 Descriptive Statistics and Reliabilities of Talent Management

Descriptive statistics were used to explore the data. Table 4.19 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 2.2650 and 4.0615. 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 poorly applied.

Table 4-19: Descriptive Statistics and Reliabilities of Talent Management

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Management Commitment	206	2.9961	.94471	.950	.169	-.335	.337
Talent Review Process	206	2.6000	.77673	-.272	.169	-.290	.337
Workforce Planning	206	2.2650	.66717	.982	.169	-.417	.337
Staffing	206	2.5619	.70891	-.482	.169	-.652	.337
Talent Acquisition	206	4.0615	.53445	-.233	.169	.216	.337
Talent Development	206	2.5379	.69956	1.624	.169	2.729	.337

Table 4.19 above shows how the employees currently perceive the level of talent management in their organization. The results show that it is poorly applied in the mining industry except for Talent acquisition.

4.3.2.4 Current Application versus Importance of Talent Management Practices

The current versus the importance of talent management practices are presented in Table 20 below.

Table 4-20: Talent Management Practices Importance

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Management Commitment	206	4.1243	.56749	-.067	.169	-.655	.337
Talent Review Process	206	4.0689	.42793	-.179	.169	1.957	.337
Workforce Planning	206	3.8942	.45076	.644	.169	.360	.337
Staffing	206	4.0801	.46225	-.652	.169	1.269	.337
Talent Acquisition	206	4.0825	.49001	-.168	.169	.646	.337
Talent Development	206	4.1767	.42027	-.125	.169	-.020	.337
Valid N (listwise)							

The above table 4.20 shows how the participants in the organisation view Talent Management in their organization. The participants reflected that Talent management was poorly applied except for the Talent Acquisition .Participants stated that all the Talent Management Practices are important to them

4.3.3 Results for Well-being

The emphasis of this section is placed on the statistical analysis of Well-being using Shirom Melated Burnout Measure data to determine the level of well-being of employees in the Mine. 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 Component Factor Analysis; and the Reliability Analysis of the whole data received from the questionnaire.

4.3.3.1 Factor Analysis

A Principal Component Analysis using the principal component analysis extraction method was performed on the 22 items of SMBM. The Principal Component Analysis initially resulted in three factors namely physical fatigue, cognitive weariness and emotional Exhaustion. The three factors explained 70.306% of the variance. The results of the factor analysis as well as the Component Matrix are shown below in Table 4-21 and Table 4-22. The item loadings are acceptable.

Table 4-21: Total Variance Explained for SMBM Measure

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.878	34.843	34.843	4.878	34.843	34.843
2	3.318	23.702	58.545	3.318	23.702	58.545
3	1.647	11.761	70.306	1.647	11.761	70.306
4	1.194	8.527	78.834			
5	.873	6.234	85.067			
6	.705	5.039	90.106			
7	.436	3.115	93.221			
8	.317	2.262	95.484			
9	.202	1.440	96.924			

10	.158	1.128	98.052			
11	.121	.864	98.916			
12	.103	.734	99.650			
13	.041	.294	99.944			
14	.008	.056	100.000			

Table 4-22: Factor Matrix for SMBM Measure

	Component		
	Cognitive	Physical Health	Exhaustion
PhysF1	-.173	.633	-.402
PhysF2	.114	.748	.102
PhysF3	-.257	.725	.236
PhysF4	.467	.534	.122
PhysF5	.263	.871	-.041
PhysF6	-.113	.840	-.261
Cog1	.823	-.073	.027
Cog2	.880	.034	.166
Cog3	.866	-.084	.177
Cog4	.739	.116	.215
Cog5	.818	.039	.145
EX1	.269	-.099	.818
EX2	.528	-.005	.687
EX3	.044	.061	.896
<p>Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.</p>			
<p>Table 4.19</p>			
<p>a. Rotation converged in 4 iterations.</p>			

4.3.3.2 Descriptive Statistics and Reliabilities of Well-being (SMBM)

Descriptive statistics were used to explore the data. Table 4-23 below provides the item descriptive statistics of Well-being (SMBM) once the items have been grouped together before the Factor Analysis was conducted.

Table 4-23: Descriptive Statistics for Well-being (SMBM).

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Physical Fatigue	206	4.2524	.80962	-.441	.169	-.347	.337
Cognitive Weariness	206	3.2951	.84685	-.925	.169	-.720	.337
Emotional Exhaustion	206	3.0485	1.04470	.301	.169	-.092	.337
Valid N (listwise)	206						

Table: 4.23 above reflects results on average health and Well-being of respondents, the results show that they are not too exhausted. A five-point response scale ranging from ranging from 1 (almost never) to 7 (almost never) was utilised. The mean value for the respondents was between 3.0485 and 4.2524. This indicates that respondents tended to have answers which fell between just above the middle of the range.

4.3.3.3 Summary of Results

- the reliability statistics for all the sub-scales were between acceptable limits
- The results shows average levels of health

4.3.4 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 a mine in Botswana. 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

4.3.4.1 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 4-24 below.

Table 4-24: KMO and Bartlett's test of inter-item correlation

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.729
Bartlett's Test of Sphericity	Approx. Chi-Square	385.363
	Df	3
	Sig.	.000

Table: 4.24 above, the KMO measure verified the sampling adequacy for factor analysis, since the value of KMO is .729 which is 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

4.3.4.2 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 83.041% of the variance. The results of the factor analysis as well as the Factor Matrix are shown below in Table 4.25 and Table 4.26

Table 4-25: Total variance explained for intention to quit measure

Total Variance Explained					
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	2.491	83.041	83.041	2.491	83.041
2	.321	10.711	93.752		
3	.187	6.248	100.000		

Table 4-26: Factor Matrix for intention to quit measure

	Component
	1
ITQ1	.937
ITQ2	.900
ITQ3	.896

4.3.4.4. Descriptive Statistics Intention to quit

Descriptive statistics were used to explore the data. Table 4.27 below provides item descriptive statistics of ITQ once the items have been grouped together before the Factor Analysis was conducted. Table 4.26 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 206 respondents. A seven-point scale ranging from “Strongly Disagree (0)” to “Strongly Agree (6)” was utilised. The mean value for the respondents was 3.5663. This indicates that respondents slightly agree in terms of their intention to quit the organisation.

Table 4-27: Descriptive Statistics for Intention to Quit

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Quit	206	3.5663	1.48330	-1.088	.169	.145	.337
Valid N (listwise)	206						

4.3.4.5. Summary of Results

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 0.729 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 83.041% 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

In this study four hypotheses were formulated. The statistical tests run for these hypotheses are briefly discussed below.

4.4.1 Hypotheses 1

H1: There is a significant positive relationship between Talent management and Well-being

A Pearson correlation analysis was carried out on the data to assess whether there is a relationship between Talent Management and Well-being using SMBM .The result are presented in Table 4.28 below.

Table 4-28: Correlation Analyses: Talent Management and Well-Being

		Correlations		
		Physical	Cognitive	Ex
MANAGEMENT COMMITMENT CURRENT	Pearson Correlation	-.117	-.323**	-.238**
	Sig. (2-tailed)	.094	.000	.001
	N	206	206	206
TALENT REVIEW PROCESS CURRENT	Pearson Correlation	-.134	-.448**	-.355**
	Sig. (2-tailed)	.055	.000	.000
	N	206	206	206
WORKFORCE PLANNING CURRENT	Pearson Correlation	-.202**	-.391**	-.419**
	Sig. (2-tailed)	.004	.000	.000
	N	206	206	206
STAFFING CURRENT	Pearson Correlation	-.194**	-.493**	-.139*
	Sig. (2-tailed)	.005	.000	.046
	N	206	206	206
TALENT ACQUISITION CURRENT	Pearson Correlation	.292**	-.137	-.125
	Sig. (2-tailed)	.000	.050	.074
	N	206	206	206
TALENT DEVELOPMENT CURRENT	Pearson Correlation	-.018	-.419**	-.146*
	Sig. (2-tailed)	.802	.000	.037
	N	206	206	206
** . Correlation is significant at the 0.01 level (2-tailed).				
* . Correlation is significant at the 0.05 level (2-tailed).				

* Statistically significant: $p < 0,01$

+ Practically significant correlation (medium effect): $r > 0,30$

++ Practically significant correlation (large effect): $r > 0,50$

The results in Table 4.28 show the following:

- **Management Commitment:** A practically significant negative relationship with cognitive weariness (medium effect); a significant negative relationship between management commitment and exhaustion;
- **Talent Review Process:** A practically significant negative relationship process with cognitive weariness and exhaustion (both medium effects);
- **Workforce Planning:** A significant negative relationship with Physical; a practically significant negative relationship with cognitive weariness and exhaustion (both medium effects) ;
- **Staffing:** A significant negative relationship with Physical and Exhaustion and a practically significant negative relationship with cognitive weariness (medium effects);
- **Talent Acquisition:** A significant positive relationship with Physical;
- **Talent Development:** A practically significant negative relationship with Physical (medium effect) and statistically significant relationship with Exhaustion.

Based on the above results hypothesis 1 is partially accepted.

4.4.2 Hypotheses 2

H2 There is a significant negative relationship between Talent management and Turnover intentions.

Table 4-29: Correlation Analyses: Talent Management and Intention to Quit

		MCCC	TRPC	WPC	Staffing C	TACQC	TDEVC
Quit	Pearson Correlation	-.132	.079	-.206**	-.014	-.076	-.196**
	Sig. (2-tailed)	.058	.261	.003	.844	.280	.005
	N	206	206	206	206	206	206

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

* Statistically significant: $p < 0,01$

+ Practically significant correlation (medium effect): $r > 0,30$

++ Practically significant correlation (large effect): $r > 0,50$

The results in Table 4.29 show the following:

- **Management Commitment:** No significant relationship with intention to quit
- **Talent Review Process:** No significant relationship with intention to quit;
- **Workforce Planning:** A significant negative relationship with intention to quit;
- **Staffing:** No significant relationship with intention to quit;
- **Talent Acquisition:** A No significant relationship with intention to quit;
- **Talent Development:** A significant negative relationship with intention to quit.

Based on the above results Hypothesis 2 is partially accepted.

4.4.3 Hypotheses 3

H3 There is a significant negative relationship between well-being and turnover intentions of employees.

Table 4-30: Correlation Analyses: Well-being and Intention to Quit

		Physical Fatigue	Cognitive weariness	Emotional Exhaustion
Quit	Pearson Correlation	.312**	.239**	.229**
	Sig. (2-tailed)	.000	.001	.001
	N	206	206	206

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

* Statistically significant: $p < 0,01$

+ Practically significant correlation (medium effect): $r > 0,30$

++ Practically significant correlation (large effect): $r > 0,50$

The results showed a practically significant relationship between Physical and Intention to Quit (medium effect) and statistically significant relationship between Cognitive Weariness and Exhaustion and intention to quit. All relationships were positive indicating the higher the levels of burnout the more likely employees will be to quit the organisation and vice versa.

4.5 CONCLUSION

In this chapter data was analysed statistically using SPSS. To conclude the information presented in the preceding section, the results of the statistical analysis of the relationship between Talent Management, Well-being and Turnover Intention are as follows:

- Talent Management practices are poorly applied in the Botswana Mining Industry;
- Employees of the Mine perceived that all the Talent Management Practices are important;
- There is a significant relationship between the two concepts of Well-being and Intention to quit;
- There is an inverse relationship between Talent Management Practices and Intention to quit and
- There is an inverse relationship between the two concepts of Talent Management and Well-being.

The next chapter 5 provides the discussion of the results based on the statistical findings.

Chapter 5:DISCUSSION OF RESULTS

5.1 INTRODUCTION

In this chapter 5 the main focus is on the discussing and interpreting the results of the statistical procedures presented in Chapter 4. The main objective of this study was to determine the impact of Talent Management on Well-being (SMBM) and intention to quit in Botswana Mining Industry. The following were the objectives of this study;

- To determine the impact of talent management on the Well-being of employees in the Botswana mining industry;
- To determine the impact of talent management of turnover intentions of employees in the mining industry;
- To determine the impact of Well-being on the turnover intentions of employees in the Botswana mining industry.

The results of the study are discussed based on the objectives of the study.

5.1.1 Objective 1: to determine the impact of Talent Management on the Well-being of employees in the Botswana Mining Industry

The results show that employees responded that Talent Management is poorly implemented in their organisation because the data reflects that Talent acquisition was the only type implemented correctly. There is an inverse relationship between the two concepts of Talent Management and Well-being. This means that the poor the implementation of Talent Management Practices in the organisation the higher the employees emotional exhaustion, cognitive weariness and Physical fatigue.

Creating an environment in which employees have opportunities to discuss their progress and grow leads to positive emotions that build intellectual resources at work. When positive emotions are present in the workplace filter, through which employees learn and discuss their progress, become more focused on the organisations functions and help to improve important outcomes (Harter et.al 2002). Talent Management policies and practices need to adapt a broad approach that recognise that everyone has the capability and potential to develop talent. All employees in the organisation should go for the same talent identification (Gilmore & William, 2013).The extent at which employees can be flexibly deployed within the organization depend upon the extent to which employees posses the requisite skills and the knowledge that the company needs to achieve their strategic objective (Gilmore & William, 2013).

5.1.2 Objective 2: To determine the impact of talent management of turnover intentions of employees in the mining industry

This results show there is an inverse relationship between Talent Management and Intention to the job. The Poorer the implementation of Talent Management Practices, the higher the people want to quit their organisation and the higher the current level of Talent Management the lower the number the employees want to quit their organisation. Turnover intention refers to the employee's plans for leaving the organization (Park, 2007).The loss of employees means the reduction of organisations performance and competitiveness. It is noted that previous researchers have failed to reveal factors of an employee's intention to quit. It is stated that when talent leaves the cost are high and Executives only see the direct cost of recruiting, selection and initial training and may not understand other cost (Phillip & Edwards 2009).

5.1.3 Objective 3: To determine the impact of Well-being on the turnover intentions of employees in the Botswana mining industry

The result shows a significant relationship between the two concepts of Well- being and Intention to quit. The higher the level of burnout and ill health in an organisation the more people want to quit their current job. This means that when Burnout increases the Intention to quit among employees will also increase. This relationship was supported through the research done by Hawkey (2011).

According to Harter *et al* (2002) the well-being of employees is in the best interest of employers who spend the resources in hiring employees and try to achieve competitive advantage and maintain customer loyalty. It is further stated that the ability to promote well-being rather than engender strains and mental illness is of considerable benefit not only to the employee but the employer as well. The emotional Well-being and their satisfaction with their work and workplace affect turnover rates and performance (Harter *et al*, 2002).

5.2 CONCLUSION

This chapter provided the discussion of the results of the entire study based on the objectives that were formulated. The next chapter 6 will provide the overview of the entire study. The following will be included conclusions, limitations, and recommendations for future study.

Chapter 6: CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

This chapter presents a summary for the entire study. The following are included in this chapter; the importance of the study, the findings from literature review, limitations of the study and recommendations based on the findings of the study.

6.2 OVERVIEW OF THE STUDY

The following section will outline the purpose of the study, the main objective and the overview of the contents of the entire study.

6.3 PURPOSE OF THE STUDY

The main purpose of the study was to determine the impact of Talent Management on the Well-being and Turnover intentions of employees in the Botswana Mining Industry.

CHAPTER 1: INTRODUCTION

This chapter provided the overview of the entire study in relation to the topic. It provides the route in which the entire study followed. The following were included in this chapter; the importance of the study, the problem statement, objectives of the study, benefits of undertaking the study and definition of concepts.

CHAPTER 2: LITERATURE REVIEW

This chapter outlined the literature view of the concepts in the study. Firstly the literature review focused on the concepts individually then the relationship between them outlined. The following concepts were discussed:

- Talent Management
- Well-being

- Intention to quit

CHAPTER 3: RESEARCH METHODOLOGY

In this chapter a detailed research design and methods used in this study was outlined. The following was included and discussed in the chapter; research paradigms, the population, sample and sampling methods. The reliability and validity of the study were also included. The issues regarding ethics of the study were also included in the chapter.

CHAPTER 4: DATA ANALYSES

This chapter dealt with the statistical analysis of data that was collected from research participants using SPSS. The chapter provided a discussion on the biographical information of the respondents who took part in the study. The discussions of the statistical analysis of the different concepts involved in the study were also included in the chapter. The last section of this chapter discussed the different relationships of the concepts of the study in which the hypotheses were formulated.

CHAPTER 5: DISCUSSION OF RESULTS

This chapter presented the discussion of results obtained from analysing the statistical data in Chapter 4. The results were discussed based on the objectives of the study and the relationships of concepts found, that is, whether negative or positive.

CHAPTER 6: CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

In this last chapter the conclusions of the study are discussed and recommendations are made. The importance of the study is outlined, the limitation of the study is discussed and recommendation of future research provided.

6.4 OBJECTIVES OF THE STUDY

6.4.1 General objective

The general objective of this research was to determine the impact of Talent Management on the Well being and turnover intentions of employees in the Botswana mining Industry

6.4.2 Specific objective

The specific objectives of this research were:

- To determine the impact of talent management on the Well-being of employees in the Botswana mining industry.
- To determine the impact of talent management of turnover intentions of employees in the mining industry.
- To determine the impact of Well-being on the turnover intentions of employees in the Botswana mining industry.

The following outlines the content of the study according to all the six chapters covered in this study

6.5 CONCLUSIONS DRAWN FROM THE STUDY

The following is the summary of conclusions drawn from literature and results from the empirical results:

6.5.1 Conclusion from Literature

Organisations in Botswana should start treating employees as their most important assets in order for them to achieve and remain competitive in the Global world .Talent Management should be seen as a critical factor needed for success and organizational effectiveness .Lawler, (2010) states organizations that implemented Talent Management would continue to enjoy competitive

advantage. Proper implementation of Talent Management practices in organisation will bring more benefits in the organization, as the results have shown in the study Talent Management is poorly implemented in the mining industry in Botswana, therefore proper implementation is important. The extent at which organizations are able to implement Talent Management process that provide timely and accurate talent information will have a positive impact on the organization as a whole (Christiansen & Tett 2013). Organisations should not leave talent management practices as a Human resources responsibly but requires the engagement of the organisation as a whole Management commitment is important. Continuous development of employees is essential in that talent development programs ensure that employees have the proper knowledge, skills, and abilities to perform their job effective and grow with the organization (Mathis & Jackson, 2012).

Employees who do not experience burnout in their organisation contribute positively in their organisation in that they will be committed to their work and positively identify themselves with the organisation. Employees who have fulfilled their well-being in the workplace are more productive, contributing to the organization's goals, and low of intentions to leave (Harter et al cited in Amin *et al*, 2013)

Turnover of employees is not a desirable factor for organisations in that there a different losses which the organisation can incur which may be monetary and talent loss .Departing employees often take valuable knowledge, expertise and relationships with them when they go and will often use them with their new employer, meaning that loss of an employee can result in the loss of competitive advantage. Thus when looking at retaining valued staff those tasked with the responsibility for talent management must understand what is important to employees Gilmore and Williams, 2012).

6.5.2 Conclusion from results

From statistical analysis the following conclusions were drawn

The results showed that the respondents perceived that Talent Management Practices are poorly applied in their organisation.

The results further showed the following:

- Talent Management practices are poorly applied in the Botswana Mining Industry
- Employees of the Mine perceived that all the Talent Management Practices are important
- There is a significant positive relationship between Talent management and Well-being
- Between Well-being and Intention to quit the results showed a practically significant relationship between Physical and Intention to Quit (medium effect) and statistically significant relationship between Cognitive Weariness and Exhaustion and intention to quit. All relationships were positive indicating the higher the levels of burnout the more likely employees would quit the organisation and vice versa.

6.6 LIMITATIONS

The study had the following limitations. The first limitation is regarding the population of the study in that, the research was done in a mine where there is high security. The researcher did not have access to employees working in the diamond section due to security level clearance. As a result this limited the data focus because of limited views from the respondents. The scarcity of literature and no other researches on Talent Management, Well-being and intention to quit limited the explanation of results. The study was limited to only one mine in Botswana therefore; the scope of this study could include other mines in Botswana. Other governmental and private organisations could also be included in order to gain more insight information regarding the topic.

6.7 RECOMMENDATIONS FO FUTURE RESEARCH

This study is one of the first studies on Talent Management in Botswana therefore it will make huge and important contribution towards understanding the concept of Talent Management. There is no previous research on the Topic of determining the impact of Talent Management on Well-being and Intention to quit in any mining industry in Botswana. The information collected in the study will help the organisations to understand the impact of proper implementation of Talent Management Practices in an organization.

Other research methods such as qualitative in which interviews are used as method of collecting data could be used to get information on employees in order to supplement information collected through survey. This will result in the researcher gain more truthful information to find out why employees intend to leave their organization.

Since the concept Talent Management has not received much attention in Botswana, the information collected through the study will help the organization to improve the way it has been implementing its talent Management Practices. More researches need to be done on Talent Management basing on Organizations in Botswana so as to get more insight information from the results of the study, it is evident that a mine in Botswana does not implement Talent Management Practices as they should .It is recommended by the researcher that management should be properly trained on the importance of Talent Management as a whole, the importance of proper implementation of Talent Management Practices, how to manage their employees effectively and retaining those employees.

6.8 CONCLUSION

The purpose of the study was to determine the impact of Talent Management on the Well-being and Turnover intentions of Employees in the Botswana Mining Industry. The results showed that Talent Management Practices are poorly implemented. For the organisation to reduce the level of Turnover intention in organisations management should be concerned about proper management and continuous skill development of their employees to reduce turnover intentions and turnover.

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