



Developing and implementing an insourcing talent framework for selected departments in Gauteng South Africa

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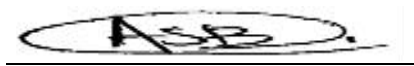
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DECLARATION

I, *Stanley Ngobeni* (*student number: 20255705*), declare and certify that the work submitted in this thesis is mine except as indicated in the footnotes or in acknowledgements and that neither the thesis nor original work contained therein has been submitted to this or any other institution for a degree.

A handwritten signature in black ink, appearing to read 'ASB', enclosed within an oval shape.

Stanley Ngobeni

24 November 2025

Date

ABSTRACT

Insourcing talent as a countermand before outsourcing decisions is gradually becoming widespread among departments and a strategic and operational priority, especially for public sector institutions in South Africa and the rest of the world. The need for an insourcing talent framework is also triggered by a need to align and integrate sourcing talent practices within the public sector in South Africa. Furthermore, limited studies have been performed on the adoption and implementation of insourcing talent. The overarching objectives of the study were to develop an insourcing talent framework for selected departments in the Gauteng province of South Africa and suggest implementation strategies to assist selected departments in transitioning from outsourcing to insourcing seamlessly. The lack of studies on the entire insourcing talent processes and procedures within Gauteng provincial selected departments, despite researchers having explored some of the aspects of insourcing, motivated this study.

The study considered an interpretive qualitative research design suitable and adopted to investigate the research problem and provide deep insights into the insourcing talent phenomenon. The research problem was that there is no insourcing talent framework for selected departments to assist in adopting and implementing an insourcing talent program. Therefore, this study aimed to develop an insourcing talent framework for the Gauteng Province government, mainly selected departments. Semi-structured interviews (24 participants) were used as the primary data collection method for this multiple case study design and were supplemented by reviewing relevant documents. The purposive sample, considered representative, was drawn from five selected departments, support departments, and institutions responsible for assurance, monitoring, evaluation and oversight with the Gauteng provincial government.

The data collected through qualitative semi-structured interviews was analysed using the thematic analytical deduction method. The analytical lens focused on three applicable insourcing theories: transactions cost economies, resource-based theory, and core competence theory. Five themes emerged from the raw data collected: the state of insourcing talent, insourcing talent practices, drivers of insourcing talent, barriers of insourcing talent, key success factors, stakeholders, and implementation model of insourcing talent.

The research has mapped out several findings, including challenges hampering the adoption and implementation of insourcing talent in the selected departments. The key challenges

are a lack of insourcing talent framework for the sector, inadequate financial and non-financial resources, lack of comprehensive insourcing talent implementation plan, insufficient oversight, and talent management issues. With each of the challenges mentioned above, an insourcing talent framework is proposed to address the challenges facing selected departments. The framework is mainly targeted for application and implementation at the provincial department level, including its entities. The framework covers the pre-engagement, planning, execution, implementation, and aftercare processes, strongly emphasising inclusive stakeholder participation. Furthermore, role players were identified, and their roles in insourcing talent management were clarified.

The study contributed to the academic body of knowledge by developing an insourcing talent framework for selected departments in Gauteng Province of South Africa. It brought to light the macro and micro aspects of insourcing talent in the public sector, which is essential for the successful implementation of insourcing talent. The expected outcomes of the framework are an improved service delivery, internal talent retention, reduced outsourcing expenditure, greater alignment with NDP Outcome 12, and enhanced institutional capacity and accountability.

Keywords: departments; framework; insourcing; outsourcing; province; sourcing; talent, talent management

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- The same goes for the business colleagues and the Gauteng Provincial Government (GPG) community for allowing me to invade their space.

DEDICATION

- I humbly dedicate this thesis to God of my spiritual father (Major Prophet), whose grace, wisdom, and unwavering guidance have been my strength and light throughout this journey
- The study is also dedicated to my person Lynette Maluleke, who continues to rest in glory. Her love, guidance, and cherished memories continue to inspire and strengthen me each day.
- I lovingly dedicate this thesis to family members, and friends and who have believed in me and encouraged me to complete this thesis.

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ABBREVIATIONS

AGSA:	Auditor General of South Africa
AO:	Accounting Officer
DG:	Director General
DPSA:	Department of Public Service and Administration
EA:	Executive Authority
GPG:	Gauteng Provincial Government
GPL:	Gauteng Provincial Legislature
HoD:	Head of Department
IT:	Information Technology
NT:	National Treasury
NWU:	North-West University
OtP:	Office of the Premier
PT:	Provincial Treasury
RBT:	Resource-Based Theory
SCM:	Supply Chain Management
TCE:	Transaction Cost Economics

CHAPTER ONE

CONTEXT OF THE STUDY

1.1 INTRODUCTION

This chapter introduces the research study about developing and implementing an insourcing talent framework. It is divided into seventeen sections, covering the background information, problem statement, research aim and objectives, scope of the study outline, and conclusion.

Insourcing is becoming a South African phenomenon and an important subject of discussion in South African parliament and legislatures that warrants some attention due to outsourcing failures. Insourcing is a discipline within Supply Chain Management and refers to situations where products, services and talent are sourced internally instead of externally (Van Weele, 2019). This study focuses on talent outsourcing, which is the opposite of external Van sourcing. Chudzika (2013). argues that despite embarking on wholesale outsourcing of functions and services (including talent) to address the issue of talent attraction and retention, South Africa's talent-related challenges have increased.

Auditor General South Africa (AGSA), 2018 shows the exploitation of workers by service providers, retrenchment, the ability of government services to collapse, increased irregular expenditure (inflated prices due to corrupt activities linked to a tendering system), and increased unemployment rate. These results highlight the importance of addressing the outsourcing-related challenges in South Africa, with insourcing being the most appropriate option (AGSA, 2019). Although the literature on Supply Chain Management (SCM) and talent management is clear on insourcing as an option to address the challenges of outsourcing, government institutions need some advice on how to implement insourcing in the sector (Chudzika, 2013).

The public sector stakeholders in South Africa have a growing tendency to speak of insourcing as if there is one generic insourcing framework, which is not the case. This aspect is evident from the Premier of Gauteng's announcement that the province was implementing insourcing without mentioning the framework chosen by the province and how the framework was implemented (Office of the Premier (OtP), 2018). The researcher believes

that public office bearers must move beyond an announcement to address the formulation of an appropriate province-specific framework and its implementation plan.

The re-emergence of insourcing remains a complex and very divisive national topic in South Africa, and its implementation remains a highly problematic endeavour. Some of the departments' slow implementation and failure to implement insourcing in Gauteng Province, despite the pronouncement of the province's Premier that departments should implement insourcing. The low uptake makes the development of an appropriate framework a critical component of the very success of the framework. The main reason for the slow or non-implementation of insourcing is the lack of a clear insourcing framework to be followed by the department (Office of the Premier (OtP), 2020). Therefore, the proposed framework becomes a key driver in the successful implementation of insourcing.

In this study, addressing the current outsourcing challenges and improving the chances of insourcing in Gauteng Provinces in addressing the substantive issues facing the province, like unemployment and job losses, is assumed to be made through the development of an appropriate sustainable insourcing framework. The proposed framework should be tailor-made and aligned to the provincial vision of driving the Gauteng region forward with factors in the current fiscal challenges like budget cuts and the impact of slow economic growth. It should also provide guidelines on what an exit and transition map should look like. The exit and transition strategy/plan covering the issues dealing with an appropriate change management strategy, standardisation of process, tools and process, as well as defining the roles of all the stakeholders

1.2 PROBLEM STATEMENT

Insourcing as a business management practice is part and parcel of the Supply Chain Management (SCM), along with outsourcing. Many studies have been performed on outsourcing, whilst limited studies and guidance were done on how to implement insourcing successfully, and the common consensus is that some guidance should be provided (Šmite *et al.*, 2016). Without such guidance, implementers of insourcing frameworks followed their untested frameworks, which sometimes resulted in the framework's failure of insourcing framework and resistance by departments to implement insourcing. Against this background, there is a growing need for a framework for insourcing talent in Gauteng

Province. Having an appropriate framework for insourcing talent reduces the failure rate of frameworks and improves the chances of their effective implementation.

Addressing and understanding the root causes behind in Gauteng are South Africans not working as in more jobs needed, unsatisfactory delivery sourcing failures worldwide is not straightforward due to the diversity of sourcing options (Šmite *et al.*, 2012). Unique sourcing challenges of services, the rising level of corruption and inequality, the wave of job loss, unemployment, corruption relating to tenders and escalating cost of outsourcing. Rosenau and Aydinli (2016) suggest that it is fair not to assume a generic framework apply to all the sectors of the economy. This implies that insourcing initiatives cannot and should not be the same for every organisation (CFUS, 2008). Consequently, a case needs to be made for an appropriate insourcing framework for Gauteng Province, which is the focus of this study.

Although several scholarly research studies have been done on examining options for sourcing, the primary focus is generally on the decision of whether to outsource or not to outsource (Šmite *et al.*, 2016; Nan & Tanriverdi; 2017), whilst insourcing is relatively unexplored and unresearched (Prikladnicki *et al.*, 2016). As a result, there are limited studies to guide and support the province of Gauteng in the implementation of insourcing, and this study aims to fill that gap. Considering the current growing pace of talent insourcing and the complexities linked to the implementation of insourcing, it is necessary to increase the body of knowledge and assist in finding a lasting talent management solution in Gauteng Province.

While theories associated with outsourcing can be used to assist in developing an insourcing framework, researchers stated that they were unable to identify any prior studies on insourcing and its associated theories (Sodhi & Tang, 2019; Berlin et al. 2022; Lu & Hung, 2021).

Lastly, talent insourcing in South Africa is unfolding more chaotic and disastrously, with departments and universities at the forefront (National Treasury, (2018)). In the three largest departments in Gauteng Province (if not the country), talent insourcing has resulted in departments exceeding the salaries and wages expenditure threshold by approximately 10% and is expected to rise, overtime budget has been exceeded, and employee costs are funding out of capital budget as opposed to operational budget (Auditor-General South

Africa (AGSA), (2018)). Consequently, service delivery projects are compromised to cover employee costs, which is a concern; thus, the researcher is of the view that an appropriate insourcing talent framework is necessary, and these challenges may well inform the development and implementation of this framework in Gauteng Province.

1.3 RATIONALE AND SIGNIFICANCE OF THE STUDY

Buchan (2005) argues that the decision to insource might be consulted. However, periodic re-evaluation should happen and is a strategic necessity. This proposed study cannot also be viewed as part of the strategic re-evaluation of an outsourcing decision. The benefits of insourcing are being considered to a greater extent across industries, yet there is a dearth of academic or practitioner literature that business leaders and academicians can use as the basis for examining this decision. This research provides both the basis and motivation for developing knowledge in this area as increasingly important.

Secondly, this study provided insights to selected departments that seek to understand better the critical factors to consider when deciding whether to source. Thirdly, historically, the South African government has been characterised by outsourcing and tendering in almost all sectors, making insourcing almost impossible to implement. Outsourcing has failed dismally in tackling the current service delivery challenges. The researcher believes that a proposed framework should assist in addressing the talent management challenges arising from outsourcing. The talent management challenges facing the province of Gauteng are attracting and retaining the workforce or talent (Auditor-General South Africa (AGSA), (2019)).

Fourthly, this study contributes to the public sector in South Africa as the sector is battling to implement the insourcing framework as a concept. Limited research has been conducted in insourcing, as most of the studies focus more on outsourcing. Outsourcing has received increasing academic attention from scholars for the past three decades while insourcing is still widely under-researched (Drauz, 2014; Hartman *et al.*, 2017; Giunipero & Monczka, 1990; Giunipero *et al.*, 2012; Giunipero *et al.*, 2018). The few studies on insourcing are mainly in Information Systems in the public sector, and most of them focused on drivers of insourcing decisions and failures of insourcing in the private sector abroad, with deeper insight into re-insourcing still missing (Frantocchi *et al.*, 2014; Monczka *et al.*, 1999). This

study expands on the work in insourcing by focusing on the public sector in South Africa and proposes an appropriate insourcing talent framework while complementing the current studies, which may well result in gaining a deeper knowledge and understanding of this phenomenon called insourcing talent. This study aims to provide evidence-based research on insourcing, critical in advising and informing practice and policy in the public sector.

Lastly, this study contributed theoretically to theory building by integrating both talent management theories and sourcing theories to develop a new theory. The methodological contribution of this study was creating a new body of knowledge on how to apply qualitative research methods in the public sector of South Africa.

1.4 AIM OF THE STUDY

The purpose of this study was to propose an appropriate talent insourcing framework for Gauteng Province. The framework focuses on the two dimensions, sustainable and financial viability, as they are the primary elements of a framework, such as insourcing, in the context of the public sector, specifically Gauteng Province. The practical contribution of this study was a developed framework for effective implementation of insourcing talent for Gauteng Province. Through the proposed framework, this study should assist the province in addressing the ongoing difficulties of retaining and attracting talent and delivering quality services effectively and efficiently (Lydon *et al.*, 2015).

A new provincial-specific insourcing framework was proposed based on this. The appropriate insourcing framework results from identified challenges (new and old) that may stimulate and encourage full implementation of the insourcing strategy. It also encourages research in this area, resulting in new insights into the existing body of knowledge.

1.5 OBJECTIVES OF THE STUDY

This study contends that the challenges highlighted in prior sections are not necessarily a lack of political will but more likely a lack of an effective, appropriate framework for insourcing. Insourcing must be organised, controlled, planned, and directed, and therefore, it requires a formal framework to ensure that insourcing talent implementation in Gauteng Province transpires successfully and sustainably.

1.5.1 The primary research objective

The main objective of this study was to develop and implement an insourcing talent framework that is appropriate for the selected department in the Gauteng provincial government of South Africa, which required detailed empirical research. The proposed framework should strive towards guiding departments in Gauteng Province during the implementation of insourcing talent to become a centre of excellence aspired by the Premier in his 2020 provincial address (Office of the Premier (OtP), (2020).

1.5.2 The secondary research objectives

The secondary objectives that form part of this study support the primary objective of developing, implementing and validating the insourcing talent framework for selected departments in Gauteng province:

- To investigate the existing insourcing talent practices in selected departments in Gauteng province of South Africa.
- To determine and evaluate the macro and micro level factors of insourcing talent framework for Gauteng Province Government
- To identify stakeholders and their roles/responsibilities in insourcing talent within the selected departments in Gauteng Province
- To suggest ways to implement insourcing talent for selected departments in Gauteng Province.
- To develop a framework to guide selected departments while insourcing talent.

1.6 RESEARCH QUESTIONS

This section discusses the primary and secondary questions.

1.6.1 The primary research question

For selected department to adopt and implement insourcing, it is vital that the insourcing framework and guideline be developed. The primary research question to be answered therefore was: What will be an appropriate framework to adopt and implement insourcing talent towards effective delivery of mandate?

1.6.2 Secondary research questions

Below are sub-questions that form part of this study:

- What are the current insourcing talent practices at Gauteng Provincial Government selected departments?
- Which macro and micro level factors are crucial for insourcing talent in the selected department within the Gauteng Province Government?
- Who are stakeholders and which roles do they play in insourcing talent within the selected departments in Gauteng Province?
- In what ways should insourcing talent manifest for selected departments in Gauteng Province?
- What constructs should be included in an insourcing talent framework that will assist the selected department in insourcing talent?

1.7 LITERATURE REVIEW

This section examines sourcing, insourcing and its fundamental aspects. Many dimensions were identified as impacting the conceptual insourcing talent framework in Gauteng Provinces: outsourcing, insourcing, talent management (attraction, development and retention), and Human capital and SCM. These five dimensions are highlighted below for this as a foundation for the research to follow. Furthermore, the focus of this study is to come up with a theory of insourcing based on current SCM theories. The approach adopted is proposed by authors Halldorison *et al.* (2015), who argue that paying detailed attention to the explanatory power of the identified theories is helpful.

1.7.1 Supply Chain Management (SCM)

Badenhorst-Weiss *et al.* (2019) state that SCM is a process used to manage and plan activities. Kruger *et al.* (2018) states that SCM constitute design, control and planning of all the information and material flowing along the supply chain to satisfy customers' current and future wants and needs. Monczka *et al.* (2019) extend upon the two definitions by adding the aspects of effective and efficient meeting customers' needs and mentioning that SCM is a total management strategy for all organisational activities. The researchers concur with the views of the authors mentioned here, whilst adding that strategic collaboration and coordination with all the stakeholders is key for supply chain management to work.

1.7.3 Sourcing

Sourcing consists of insourcing and outsourcing to receive goods and services (Boateng, 2016). It is a process of buying and making (Van Weele, 2019). The definitions cited here clearly show that sourcing is more than procurement and represents something comprehensive and broader, covering insourcing and outsourcing.

1.7.4 Outsourcing

Van Weele (2019) states that outsourcing implies buying instead of making products or services. Drury (2020) refers to outsourcing as getting services and goods from an external party instead of making the same goods or providing the same services from within the organisation. The Information Systems Audit and Control Association (ISACA), (ISACA, 2018) refers to outsourcing as a formal agreement with an external party to perform traditional business functions for organisations. Kruger *et al.* (2018) agree with the three authors, emphasising that outsourcing is simply buying rather than making. The researcher views insourcing as sourcing talent, products, and services from a third party instead of internal sourcing.

1.7.5 Insourcing

According to Chudzika (2013), insourcing is about practising the opposite of outsourcing by providing services or goods internally. Insourcing is also called the countermovement to outsourcing, and it is aimed at creating and capturing value. Outsourcing and insourcing are driven predominantly by the same factors. According to Maelah *et al.* (2010), insourcing is the last step when an outsourcing contract is terminated, meaning that outsourcing is the foundation or starting point of insourcing (Zhu *et al.*, 2008).

1.7.6 Talent

Talent is defined as the skills, abilities and knowledge of the person required to assist an institution in fulfilling its mandate (Silzer & Dowell, 2010). The definition suggests that talent must contribute to the sustainability and success of the organisation.

1.7.7 Talent management

Lewis and Heckman (2006) state that talent management is a proactive process for identifying suitable global and local talent and attracting, retaining, developing and managing talent. Bussin (2015) defines talent management as an activity that ensures that an institution has access to competent, capable, and sufficient human capital capacity. Talent management refers to strategies an organisation implements to bring skilled and able employees to meet the organisation's needs (Bussin, 2015). It is clear from the definition that the proposed model should factor in the talent management value chain. According to Carmeli and Weisberg (2006), a firm's success is closely linked to the criteria for appointing new staff members. This research focused on how the Gauteng Provincial government attract, develops, and attracts employees to develop a proposed conceptual insourcing talent framework.

In South Africa's public service, attracting, developing, and attracting skilled and qualified staff is crucial since these employees will ensure that the public service is effective and efficient (National Planning Commission (NPC), (2012)). Moreover, the role of public servants is important to a country because it leads to service delivery and productivity and reduces wastage and corruption. National Development Plan (NDP) has acknowledged the importance of talent management in South Africa in the form of Outcome 12. However, South Africa has been battling to achieve Outcome 12 in the NDP, an efficient, effective, and development-oriented public service. Outcome 12 has seven sub-outcomes; one is to make the public service a career of choice. Outcome seven is about attracting, developing, and retraining talent within public service.

Mid-term progress assessment of the NDP revealed that the government is failing to achieve the objective of outcome seven due to an inability to attract, develop and attract qualified and skilled professionals into the public service. Furthermore, almost 74% of the current workforce are between the ages of 45 and 54 and are very close to exiting the public service, whilst the number of new young employees is very low (NPC, 2016). Therefore, the proposed conceptual insourcing talent framework should factor in the issue of making public service a career of choice. Developing a conceptual insourcing talent framework should, therefore, be intended to address the challenges faced by the province in achieving NDP goals or outcome 12.

1.7.8 Human resource supply chain

Several authors attempted to determine several factors that can assist firms in determining which human resource function to source such as strategic, operational, financial, and risk-related factors (Kosnik *et al.*, 2006; Rodriguez, 2000; Shelgren, 2011). However, none of these factors have been identified as exhaustive.

It is well documented and researched that organisations are battling to find an appropriate solution to neglected problems of providing Human resource functions in-house or outsourcing (Kosnik *et al.*, 2006a). In trying to provide or develop an HR supply chain model for making more informed decisions, the authors identified five generic models: local contracting, human resources centralising, purchasing human resources, non-staffing human resources, and staffing human resources.

The researcher believes that the proposed conceptual insourcing talent framework should account for or incorporate the five models, as they are critical to the human resource functions of a provincial government like Gauteng.

1.7.9 Legislative framework requirements

The public sector in South Africa has several legislations that impact the development of a conceptual insourcing talent framework, namely the Public Finance Management Act and the Labour Relations Act (South Africa, 2000). These legislations appear inadequate since they were all developed and implemented during the outsourcing phases. Consequently, the proposed framework also proposes a review of the current legislative and policy regime to accommodate this development and avoid, among other things, conflict and duplication with the current legislation.

South Africa is often criticised for poor implementation, coordination, and oversight. The proposed framework's unique feature is that it serves as an implementation and oversight guide. The researcher believes the framework should assist in implementing the insourcing policy and restore public confidence.

1.7.10 Associated theories

The re-emergence of insourcing activities in the public sector in South Africa is a recent phenomenon that aims to save costs, create jobs and address service delivery challenges. The current theories, for example, transaction cost economics, core competencies theories, relational theory, resource-based theory, evolutionary economics theory, knowledge-based view, agency theory, neoclassical economic theory, social exchange theory, and economics of information theory, are mainly used to analyse the outsourcing practices in the private sector which make this study a first in utilisation or adapting the three theories in the analysis of insourcing in the provincial sphere of government (Kosnik *et al.*, 2006).

Although no specific theories deal with insourcing as a subject matter, several theories can assist in explaining the different elements of how Gauteng Province can create value through insourcing. Resource-based theory (RBT) links the organisational success to how well the unique resources of the company is deployed, and the theory is more focused on the administration of the company's internal unique resources and capabilities that may well meet the external stakeholders of the company's needs and demands (Hirschheim & Lacity, 2000). Resource dependence theory is a relatively unknown theory, and few scholars have researched it concerning insourcing talent (Stock & Seliger, 2016). This theory asserts that firm success can only be realised upon the correct deployment of internal and external company resources, and the company's dependence on other parties is central to a firm's success.

The shareholder theory pays more attention to the diversity of stakeholders' perspectives that a company needs to analyse, weigh, balance, and attempt to respond to. Edward Freeman is probably one of the most respected philosophers and writers on the stakeholder theory, and his writings form the backbone of the stakeholder theory of companies (Jones *et al.*, 2017 & Freeman, 1993). Stakeholder theory forces companies and those charged with governance to run and manage in the interest of the stakeholders (Rossouw & Van Vuuren, 2019).

Stakeholders are key in successfully implementing a conceptual insourcing framework in Gauteng Province. This section deals with a network of stakeholders; their work or roles are discussed in the next paragraph. The common stakeholder groups are the Treasury

Department, provincial departments, provincial executive committees led by the Premier, suppliers, communities, and employees. Freeman (1993) argues that companies should not be managed at the income level at the expense of others. This position is very relevant to this study in the sense that the stakeholders of insourcing in the context of Gauteng Province are the departments and suppliers, meaning the principle of corporate rights and corporate effects should be respected when insourcing implementation occurs.

1.8 PRIOR RELATED WORKS

For this study, an extensive search was performed and interrogated to establish prior studies conducted. Table 1 summarises the related works reviewed within the insourcing area/space.

Table 1: Related works reviewed on the insourcing area/space.

Author (s)	Topic	Context	Methodologies	Implications and Findings
Warner and Hefetz, 2019	Insourcing and Outsourcing	Study of outsourcing and insourcing in the U.S. Local government	Quantitative analysis	The rate of insourcing in the US is approximately equal state rate of new outsourcing
Smite <i>et al.</i> , 2019	Offshore insourcing in software development: Structuring the decision-making	Investigate the development of decision-making model	Quantitative analysis	Five step decision making process was proposed
Foerstl <i>et al.</i> , 2020	What drives participants to insource production? Evidence from	Identification of drivers of insourcing	Quantitative analysis	Number of drivers were identified, i.e internal and external

	a behavioural experiment			
Grela and Hofman, 2021	Does insourcing of process pay off?	Examination of whether the insourcing process pay off or not	Quantitative analysis	Insourcing pay-off in the long run

Source: Own

1.9 DEVELOPING AN INSOURCING TALENT FRAMEWORK

This section articulates the nature of a conceptual insourcing framework and highlight the way such a framework is constructed and evaluated. The study's focus is to develop a framework for insourcing talent to be used by the Gauteng Provincial government. Cooper and Schindler (2003) mention a total number of three types of models namely descriptive, explicative and simulation models. The model applicable to this study is the explicative model considering that there are outsourcing theories which are partial applicable to the insourcing. Furthermore, several limited studies were done and none of these have been in areas of public sector in South Africa.

According to Presidential Review Committee (PRC) (2014), developed economies like China and United Kingdom have implemented successful insourcing reforms by first formulating county specific frameworks and these frameworks including on deciding on conceptual insourcing framework. Because these countries are more connected owing to globalisation and are faced with similar challenges, this study also incorporated key international lessons from countries who have implemented a conceptual insourcing framework.

PRC (2014) raised several challenges facing the public sector in South Africa resulting in a lack of service delivery and increasing costs. One of these challenges is comprehensive skills attraction and development which is crucial for implementation of a conceptual insourcing framework. Despite the identification of these challenges, an appropriate model has not been developed and this study proposes to close that gap.

1.10 RESEARCH PARADIGM, PHILOSOPHY AND METHOD

This section discusses research paradigm, philosophy and research method adopted by the study.

1.10.1 Ontological

According to Bryman and Bell (2011), ontology is based on whether objects should be considered objectively impartial objects or if they should be viewed based on the actors' own perceptions and actions. This is often called the nature of reality or a theory of the nature of social entities (Bryman & Bell, 2018). Ontology (philosophy) relates to our assumptions of reality, such as whether it is external or a construct of our minds (Jashapara, 2014).

Constructionism and objectivism are the main core approaches under ontology (Bryman & Bell, 2011). In the case of constructivism, the reality is as it is being perceived by role players, namely social actors and the observer and more so that they are influenced by it. On the other hand, objectivism is about outside realities as pre-determined and independent of the role players, namely social actors and observers (Silverman, 2016). This study aimed to develop an appropriate insourcing talent framework in the Gauteng Province of South Africa; as a result, gaining a deeper understanding and knowledge of the subject matter and sector is very important.

It is clear from the definitions above that objectivism is not suitable, rather constructivism is most suitable. Since the author is of the view that entities shape their conceptual insourcing talent framework based on the prevailing conditions facing the entities, this may well be strongly reliant of the observer. The researcher then submits that the department and entities as government institutions rely heavily on politicians, communities, employees and participants, and the entities' activities are coined around them. With the application of the approach of constructivism, as specific social actors' deeper understanding and knowledge were considered.

Scientific knowledge creation in this study is based on the qualitative interpretive nature of this study to assist the provincial government in making insourcing decisions and taking participant actions. According to Halldorisson *et al.* (2015), SCM, of which insourcing is part,

is still poorly understood by academics and professionals; this study should assist in closing the knowledge gap since it used insourcing-related theories and a literature review.

1.10.2 Epistemology

Bryman and Bell (2011) argue that epistemology is about what can be seen as acceptable knowledge within a subject area and can be split into interpretivism and positivism. Interpretivism is associated with the qualitative method, whilst positivism is linked to the quantitative research method. Considering this study aims to develop a conceptual insourcing framework for talent instead of unearthing irregularities, interpretivism is the most appropriate approach, especially through interpretations of data collected and more so that interviews were used to collect data for interpretations.

1.10.3 Research Approach

A deductive approach was the most appropriate for this study for several reasons. Specifically, since the study was qualitative, semi-structured interviews were the main data collection instrument, and current existing theories were evaluated and measured against reality, and insourcing theories, frameworks, and models were the source of the conclusions, as Saunders et al. (2012) suggested. According to Bryman and Bell (2011), the approach allows the researcher to gather and analyse data against a specific theoretical framework. This study was based on underlying and associated theories and models of insourcing.

1.10.4 Research Paradigm

Corbin and Strauss (2008) state that a paradigm is nothing more than a perspective taken toward data, another analytic stance that helps to systematically gather and order data in such ways that structure and process are integrated. Burrell and Morgan (2009) refer to a 'Paradigm' as a term which is intended to emphasise the commonality of perspective, which binds the work of a group of theorists together in such a way that they can be usefully regarded as approaching a social theory within the bounds of the same problematic area. Gill and Johnson (2010) state it as a perspective from which distinctive conceptualisations and explanations of phenomena are proposed. It is clear from the definitions above that a paradigm does represent a worldview in terms of the nature of the world for the holder. Table 2 shows the various research paradigms and compares the two paradigms.

Table 2: Comparison of selected paradigms

	Positivist/Post-positivist paradigm	Constructivist/interpretative paradigm
Reason for doing research	To discover laws that are generalize and govern the universe	To understand and describe human nature
Philosophical underpinning	Informed mainly by realism, idealism and critical realism	Informed by hermeneutics and phenomenology
Ontological assumptions	One reality, knowable within probability	Multiple socially constructed realities
Place of values in research process	Science is value free, and values have no place except when choosing a topic	Values are an integral part of social life, no group's values are wrong, only different
Nature of knowledge	Objective	Subjective, idiographic
What counts as truth	Based on precise observation and measurement that is verifiable	Truth is context dependent
Methodology	Quantitative, experimental	Qualitative; phenomenology
Techniques of gathering data	Questionnaires, experiments	Interviews, observations
Applicability	Not applicable	Applicable and appropriate - Study is about explore the understanding phenomenon called insourcing

Source: Adapted from Wagner *et al.* (2016)

From the table above, the philosophical underpinning was an interpretive paradigm, informed by the phenomenology with ontological assumptions that insourcing stakeholders in the Gauteng Provincial Government are socially constructed realities in the form of a proposed implementation framework of a conceptual insourcing framework in Gauteng

Province. The Interpretative paradigm addresses how the world is understood and how others experience it (Wagner *et al.*, 2016). The experiences of insourcing stakeholders played a key role in shaping the proposed conceptual implementation framework of the insourcing framework in Gauteng Province. The central assumption of this study is that insourcing as a phenomenon is affected by social circumstances and actors materially; in this case, the senior government officials like the Head of the Department and other executives with their political superiors like MECs.

1.10.5 Research Method

Wagner *et al.* (2016) state that a research method is a specific study or data collection approach. Three well-known research methods, qualitative, quantitative, and mixed-method research, provide specific direction for procedures in a research study. The selected qualitative research method is considered appropriate for this study.

A qualitative research method was selected as a research design as the new contextual information cannot be gathered through a quantitative research method. This study is about developing extensive detailed knowledge and understanding of a specific topic of insourcing, which makes a qualitative research method appropriate for this study, as suggested by (Bryman & Bell, 2011). Amongst the reasons for choosing qualitative research are that the method does not focus on quantification but rather on words and their meaning (which will be words of the interview participants), participant's perceptions and experiences that must be investigated and interpreted, there is also a lack of a South African conceptual insourcing framework for implementation of knowledge as this is a new incentive in the public sector.

1.10.6 Research Design

Many definitions relate to research designs, and some are mentioned in this section. According to Wagner *et al.* (2016), the research design is a plan or blueprint for conducting a study and should be developed for all research projects. According to Kumar (2018), research design refers to a formal plan adopted by the research to answer research questions economically, accurately, validly, and objectively. A research design is a procedural plan adopted by the researcher to answer questions validly, objectively, accurately, and economically (Ndlovu, 2021). The researcher is of the view that research design represents the road to be taken throughout this study

Several qualitative research designs exist, such as action research, ethnography, case studies, experimental research, data analysis, grounded theory, surveys, and phenomenology (Cooper, 2008; Cooper & Schindler, 2019).

Table 3: Research Design

Design	Characteristics	Suitability
Extended literature reviews/ synthesis of scholarship	Provides an overview of scholarship - Secondary literature - Provides a new perspective on what has gone before It takes lot of reading - Can produce something new - Availability of resources - Research bias- as it is the researcher that chooses what secondary literature to include	Not feasible - Limits the ability to answer practical questions - Will not be able to contribute to business problems - There is no link to the real problems
Survey- based research	- To find out people's options, desires and attitudes - To elicit purely factual information - The type of questions as well as how the questions are asked -The size and representative volume of the sample -Time and cost factors	Feasible - The use of a questionnaire would contribute to finding out how the executives, functional participants, supervisors and others experience the strategist's ability to gain the initiative for the realisation of competitive advantage - Interviewing the mine participant and commander would provide direct

		evidence and insight into their process of intent formulation
Case studies	The acquiring of detailed knowledge of a specific area -The use of understanding of the concepts first-hand Risk of losing focus - Generalisability of results - Subjectivity intrudes	Feasible -This will provide rich evidence of environments contributing to strategic intent -This will provide an environment in which we can apply the investigation to address whether the commander's appreciation is present and functioning
Correlation-based research	The correlation of two or more variables in order to establish a relationship between them -This is often done when experiments cannot be undertaken for practical or ethical reasons -The over simplifying of complex relationships The difficulty of obtaining reliable data -This will arrive only at a correlation and not causation limiting generalisations	Not feasible -This is too limiting for debating the thesis statement
Comparative analysis	Focuses on two items to find the difference and similarity -This is most suitable in an experimental setting where	Not feasible -This research resides within in the social sciences and humanities and promotes complexity

	most variables are under control of the researcher Choices of cases. -The complexity of many variables generally makes conclusions difficult -In the social sciences and humanities where variables are much more difficult to control, making the case for comparative analyses difficult	- There are many variables that need to be synthesised
Content analysis	Studies the content of preserved records -To discover the unobvious meanings contained in the records • Method most suited to quantitative analysis Limits the range of meaning • In sufficiency, quality and quantity of sources • Researcher bias. • Unreliability of the results	Not feasible -Although secondary evidence is important, the research is done to answer the real business problem
Evaluative research	Comes to a conclusion about the effect, success or happening of an intervention -Structured evaluation - Linked to theory to support the evaluation Be careful to define what is to be approached -Requires establishment of appropriate measures	Not feasible -This is not an appraisal of a situation

	-You must measure accurately	
Ethnographic Research / Participation Observation	Close observation of a group or individual (life history study) Subjectivity - limits generalisation -Difficulty to apply and record results	Not feasible -The research is based on a real business problem, although it could be regarded as revolving -This could be a further development of the research
Action research or participatory research	Actively involving the participant to solve the problems -This collaborative approach turns the participants into core searchers -Subjectivity is much increased -Limiting the generalisability of results - The study cannot be replicated	Not feasible -This focuses on empowering participants
Secondary data analysis	-Study data collected by previous researchers Quality, reliability and quantity of data - The match between the data being used and one's use of it	Not feasible -This research requires primary evidence and selective secondary evidence in support of the thesis statement
Phenomenological	-researcher describes the lived experiences of individuals about a phenomenon as described by participants.	Feasible -Insourcing is phenomenon

	-Involves multiple stages of data collection -Involves interviews -Has strong philosophical underpinnings -Sample involves those with experience of phenomenon	
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Sources: Giorgi, 2009; Moustakas, 1994, Charmaz, 2006; Corbin & Strauss, 2007.

The purpose of the current study is aligned more with phenomenology, unlike the other five designs. Phenomenology is a detailed analysis of participants' experiences, and these experiences are part of a particular phenomenon (Cooper, 2008). For this study, the phenomenon of insourcing and its implementation is from the perspective of selected stakeholders in the Gauteng Provincial government. This phenomenon was looked at from a new angle by the implementers of insourcing (the departments) to bring new insight into the subject matter of insourcing.

1.11 RESEARCH TIME HORIZONS

Cross-sectional time horizons are preferred in this study over longitudinal studies due to specific time frame limitations linked to the study's nature. Time horizons are needed for research design independent of the research method (Saunders *et al.*, 2007). Cross-sectional studies are for a limited time, whilst longitudinal studies are for an extended time frame.

1.12 DELIMITATIONS OF STUDY

The sample size of the sample is considered adequate for a qualitative study since all the stakeholders are represented and the participants are assumed to have deep knowledge and information about the subject matter. As a result, their submission would be well-informed. However, the findings and recommendations cannot be generalised to other sectors within Gauteng Province or other Provinces in South Africa. The choice of a sample of participants to interview was delimited to those senior directors, assuming that they have

a deep knowledge and understanding of insourcing in the sector and their seniority in terms of position makes them a likely credible source.

Another key limitation of this study might be the unwillingness of participants to share sensitive or classified data linked to insourcing. To address this limitation, audited reports and reports from regulators like the Provincial and National Treasury were requested directly from third parties, not the participants.

1.13 POPULATION AND SAMPLING

This section discusses the unit of analysis, target population, sampling method and size.

1.13.1 Unit of Analysis

Wagner *et al.* (2016) state that a unit of analysis is a small unit of items considered for analysis, like an institution or an individual. De Vos & Witlox (2017) argues that the unit of analysis becomes clear upon defining a research problem. Babbie (2007) refers to unit analysis as entities or objects to which research findings apply, whilst Mouton (2007) calls unit analysis a social world's furniture. From the above definitions, it is clear that unit analysis is either a person or an organisation. The researcher views that the unit of analysis for this study is organisations, namely provincial departments and entities. This is so because new knowledge, understanding and insights are to be obtained from departments and entities in Gauteng Province, which were explored. The insights obtained from the departments and their entities were used to measure and explore the proposed model.

Notwithstanding that Gauteng Province is largest GDP contributor by far, it is also the largest employer by far of the nine provinces in South Africa and, over the past few years have suffered outsourcing-related challenges, namely increase in irregular expenditure, vacancies at senior management level as they opt to join the private sector and inability to attract talent (AGSA, 2018). These challenges make the province a good candidate, and thus, the focus of this study is on Gauteng Province.

1.13.2 Population

Bryman *et al.* (2001) define a population as a universe of units, whilst Daymon and Holloway (2011) argue that population is the total units from which a sample is drawn. Strydom (2007) agrees with two definitions by referring to the population as the totality of sampling units concerning the research problem. The researcher views the population in line with the three definitions, and the population is about which the study might later make conclusions or claims.

The study was conducted in Gauteng Province, located in central South Africa, depicted in Figure 1 below. Gauteng Province is one of the nine provinces in South Africa. Gauteng Province is the largest contributor (40%) to the national Gross Domestic Product in South Africa, yet it is the smallest province in the country (Whales, 2019). This makes the province a leader in South Africa's economy, with manufacturing, wholesale, retail and trade, finance and business services, and transport being the key sectors. The province comprises 13 departments (Office of the Premier, 2018; Main, 2019) and 12 entities that report to the department under the leadership of the Member of Executive (MEC), the Head of the Department, and the CEOs.



Figure 1: Map of Gauteng

Source: Google Maps, 2024

For this study, the study population entails all stakeholders of insourcing within the Gauteng Provincial Government and affected institutions like the National Treasury and Provincial Treasury. This aligns with the research population defined by Guest *et al.* (2013). Guest *et al.* (2013) define research populations as a universe or whole group of elements from which a researcher would like to study or select a sample.

1.13.3 Sampling method and size

Below are the sample methods and sizes applicable to this study.

1.13.3.1 Sampling method

Sampling is defined as the process of selecting the sample (participants) from the population or larger group (Kumar, 2018). Cooper and Schindler (2019) concur with Kumar (2018) by stating that sampling is selecting elements from a population to represent that population. Wagner *et al.* (2016) say sampling is the selection of units for participation in the study. The researcher concurs with the three definitions and views sampling as a way of selecting research participants, and the sampling method is necessary. There are various sampling methods. However, in this qualitative study, non-probability sampling is considered appropriate.

Categories of non-probability sampling methods are snowball, purposive, quota, theoretical and convenience sampling. A non-probability sampling method implies that items in the population stand a chance of selection compared to others since random sampling is not used (Bell *et al.*, 2015). Under non-probability sampling, some of the population units stand no chance or little chance of being selected, and forecasting or guaranteeing that units of the population will be represented is impossible (Leedy & Ormond, 2005). Consequently, the personal subjective judgement of the researcher on the selection of the sample assisted the research in achieving the aim of the study. The sample was drawn from a population of MECs, HoDs, CEOs, Chief Directors, Shop stewards, National Treasury, and Provincial Treasury.

Purposive sampling (judgement sampling) is appropriate for this study, considering that this is qualitative. Purposive sampling is a type of sampling method based on a deep understanding and appreciation of the population, its elements and the purpose of the study (Babbie, 1995), and the sample should be selected strategically (Bell *et al.*, 2015). This means that the stakeholders to be selected to participate were only those in charge of insourcing with the Gauteng Provincial government to provide a clear understanding and insight into the subject matter. This was the criterion to which the researcher had to conform.

1.13.3.2 Sample Size

Sample size is the number of participants to be included in the investigation. According to Kumar (2018), the sample size is about the number of people, usually denoted by the letter “n”, from whom the researcher(s) retrieves the required data. The sample is defined as a

subset of the population of interest, meaning one draws a sample out of the population (Wagner *et al.*, 2016). According to Creswell & Creswell (2018), a sample is also referred to as a subgroup of the population, which is the focus of this study and is chosen in a particular way to represent the study population.

A sample for this study comprised 24 participants who were part of Gauteng Province administration from a director upwards, as they called senior management personnel. The selected participants fell into the categories of those responsible for the implementation of insourcing. The said employees have subordinates who report to them directly, and the management of employees form part of their management responsibility. It would have been ideal to select those with insourcing as their responsibility. However, this is impossible since this is a new activity that is not in their job descriptions or line of responsibility. One trade union steward per institution was included in the sample to ensure that the sample is representative.

Senior management personnel and trade union shop stewards are important due to the inherent features of insourcing. Insourcing involves all department stakeholders, and shop stewards and management better represent them.

The 24 participants in this study are considered adequate, sufficient, reasonable and representative. This is in line with Babbie and Baxter's (2004) submission that a small sample for a qualitative research approach is appropriate in cases where the purpose of the study is to draw out as much detail as possible from cases individually. This is also informed by the argument of Patton (2002) of what the researcher wants to know, the purpose of the study, what is at stake, what can be done with available resources and time, and whatever is helpful should inform the sample size. The 24 participants have a high level of experience and a wealth of knowledge on insourcing talent to add great value to this research.

1.14 DATA COLLECTION AND INSTRUMENTS

A research instrument is anything that becomes a means of collecting data for research, often referred to as a research tool (Kumar, 2018). Cohen *et al.* (2000), also refer to an instrument as any device the researcher uses to collect and measure data. The instruments

are field diaries, interview schedules, questionnaires, notes on field observations, and interview guides.

This qualitative study's primary research or data collection was qualitative semi-structured interviews supported by interview schedules. Qualitative interviews mean that the researcher conducts face-to-face interviews with participants, telephone or on the Internet, or engages in focus group interviews with six to twenty-four interviewees in each group.

The semi-structured interviews were held with key stakeholders within the Gauteng provincial government insourcing value chain. This study mainly relied on semi-structured interviews and a conceptual and theoretical framework generated from literature to capture and understand the implementation of insourcing in the Gauteng Provincial Government and make practical recommendations in the form of the new implementation framework. The driving factors in selecting the interview schedule research instrument were the nature of the study, research problem and objective.

These interviews are less structured and provide contextual and in-depth information. This study adopted interview schedules as an appropriate data collection instrument. An interview schedule refers to a list of open-ended or closed questions drafted for use during the interview session between the interviewer and interviewee (Kumar, 2018).

Semi-structured interviews as the primary data collection method with the key insourcing stakeholders within the provinces are considered feasible and suitable for this study, and this took place online and through face-to-face interviews. This method assisted in identifying the principles/factors considered when implementing insourcing in the public sector and ultimately led to the development of the conceptual framework. Online or virtual interviews were considered.

Semi-structured interviews have several benefits applicable to this study, and some of them are highlighted below:

- Participants are allowed to talk mostly during the interview session (Babbie, 2007).

- The method facilitates the easy gathering of data and knowledge about participants' perspectives (Gomm, 2004).
- The interviews are not rigid and are very flexible, allowing the researcher to ask further questions and follow-up (Ndlovu, 2010).
- A great latitude is given to respondents in determining the actual direction and content of the session (Silverman, 2004).

The process of preparing for the actual interview sessions involved the construction of an interview schedule. Data obtained during the literature and document review was utilised to craft an interview schedule with the assistance of the study leader as the reviewer. An interview schedule is a list of issues or prompts to be utilised during the interview sessions with participants and developed by the researcher to remind the interviewer of the study topic in question and focus the session on the central theme or research question (Remenyi, 2018). The secondary data collection instrument was a documentary or literature review. Document review (often referred to as a Literature review) is expected to provide a good foundation and base for the study (Hussey, 1997).

According to Creswell & Creswell (2018), a literature review is expected to give a framework for establishing the very importance of the research and can be compared to other findings in the same study as a benchmark. As this study is in the public sector, this literature review included a review of the current legislation regime to identify gaps and room for improvement regarding insourcing in the public sector. The document review also includes lessons learned from internationally developed countries, namely the United Kingdom, the United States, China, and Brazil. The countries were selected as they have implemented insourcing during the past three decades with mixed results. Lastly, the researcher spent some time with insourcing officials to observe how insourcing is currently being implemented.

1.15 DATA CODING AND ANALYSIS

This section focuses on data analysis and interpretation, including comparing the lessons learned with both literature and personal experiences during the research. Interpretation in qualitative research means the researcher draws meaning from the data analysis findings. The thematic data analysis method was chosen for this study. Data analysis, as art and science, is defined as an interplay between data and researchers, while coding is the

process of labelling concepts and naming concepts, categories, and properties (Hofstee, 2018). Coding is organising the material into chunks or segments of text to develop a general meaning of each segment (Mortens, 2009). According to Marshall and Case (2010), coding is organising the material into chunks or segments of text and assigning a word or phrase to the segment to develop a general sense of it. The program to be used was NVIVO. NVIVO is a data analysis software.

1.16 ETHICAL CONSIDERATIONS

This study's ethical, philosophical foundation was a deontological approach from a combination of universalistic and situational ethics perspectives (Bryman, 2013). According to Christians (2015), ethical considerations involve philosophical, ethical factors such as the doctrine of individual autonomy and principles proposed by the United States National Commission of Human Subjects. The individual autonomy doctrine is about adopting a research code that addresses informed consent, deception, privacy accuracy, anonymity, and confidentiality, whilst USNC principles are about respect for people, justice, fairness and beneficence (Christians, 2015). This section deals with how the researcher will address the ethical issues in this study and the ethical requirements and principles.

Ethical considerations have three dimensions, namely honesty, responsibility and truthfulness. According to McNabb (2002), truthfulness means for the researcher to purposefully deceive, commit fraud, or lie is unethical, and unethical conduct includes, amongst others, plagiarism, cheating, dishonesty, cutting and pasting, and presenting false information. According to Bryman (2012), ethical considerations in a study is about how the researcher treats and interacts with the participants during and after the study. Guba and Lincoln (1994) highlighted that ethical considerations include deliberations of axiology. For Creswell & Creswell (2018), ethical considerations should happen at all phases culminating and pertaining to the thesis or study process. The objective was to ensure that all ethical issues relevant to the study are addressed and the study is ethically sound.

To augment Creswell's assertions (Creswell, 2018), the research factored in the ethical considerations contained in North-West University's Code of Ethics for Research as it was a registered thesis at this university. The North-West University's Research Ethics Code is

research guiding document that all researchers must comply with and address, among other rights and responsibilities of researchers and participants.

As required of any study, stringent ethical consideration was adhered to to support the findings and process undertaken in the gathering. Several steps were undertaken to ensure that the study is ethically sound and grounded. Like other studies, this study was exposed to ethics risks: harm to respondents, inadequate or lack of informed consent, privacy invasion, deception, lack of confidentiality, and non-compliance with policy and legislation governing data and research. Policy requirements for this study were universal policy, and the legal considerations were legislation promulgated by the South African National Parliament and Gauteng legislature, as this study focused on Gauteng Province. The researcher mitigated such ethics by adopting tactics suggested by Creswell & Creswell (2018), and Bryman (2013).

Ethical clearance was obtained from the Ethical Committee of the North-West University before the data collection commenced.

- Fully adhere to the North-West University policy
- Keep the participants' records confidentiality
- Be vigilante against negative consequences for study participants
- Guard against harm to both participants and researcher.
- Obtained signed informed consent forms from both the participants and departments
- Anonymity and privacy of participants were always respected during and after the research process.
- To avoid deception of participants, legal access to them and the department was obtained
- A written permission letter was obtained from the Gauteng Provincial government.
- Participants' human rights, such as the right to participate or not to participate at any stage during the research, were respected.
- Confidentiality of participants and their anonymous status was guaranteed in line with the Protection of Personal Information Act; and
- The empirical data collected was stored in a safe place for recording, keeping it in the cloud with a unique ID and password.
- Identifiable information removed and pseudonyms ascribed.

1.17 LAYOUT OF THE STUDY

This section provides a synopsis of all the chapters covered in the study. The study has eight chapters, which are sequentially outlined in Figure 2.

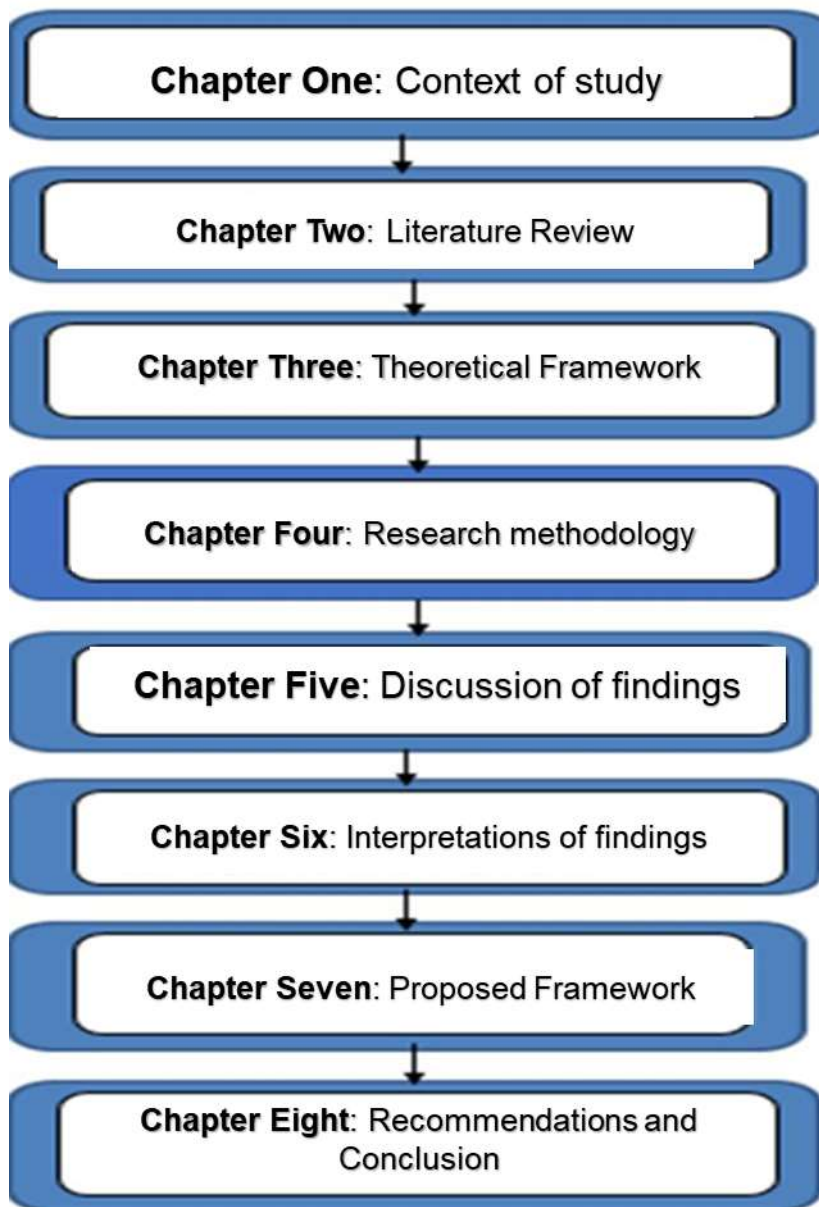


Figure 2: Study layout

1.17.1 Chapter One: Introduction and background

Chapter One starts with an introduction and background to the study. This chapter discusses the problem statement, research objective, research questions, research philosophy and paradigm, research designs and strategy, populations and sampling, limitations, and motivations of this study and outlines an introduction to the research.

1.17.2 Chapter Two: Literature review

A robust literature review was presented in Chapter Two. This chapter addresses the concept of insourcing, talent management and sourcing in detail, together with current insourcing and outsourcing arrangements in Gauteng Province (including legislative frameworks), including the drivers and barriers of insourcing talent and explores the insourcing models, stakeholders and their roles, and applicable legislative framework. International insourcing practices were considered because of the limited prior studies in insourcing talent.

1.17.3 Chapter Three: Theoretical framework

Chapter Three presents applicable theoretical and conceptual foundations on insourcing and sourcing talent in South Africa, and internationally. This chapter provided a framework for the study by identifying applicable theories employed as theoretical lens and assisted with deeper understanding of insourcing talent within the context of public sector in South Africa. Furthermore, chapter three presents the conceptual framework for the study.

1.17.4 Chapter Four: Research methodology

Chapter Four discusses the research methodology adopted for this study. The chapter covers the research method, design, population, sampling, and study quality assurance data collection method.

1.17.5 Chapter Five: Presentation of results

Chapter Five articulates the research results and findings as well as the interpretations of the findings and presents the outcome in order to conclude and make practical recommendations. The chapter also discusses the analysis of the raw data process using thematic qualitative analysis methods.

1.17.6 Chapter Six: Interpretation of findings

Chapter Six demonstrated the fulfilment of the four research objectives. Following Chapter Five which dealt with research findings, this chapter focus on broad interpretation of research findings.

1.17.7 Chapter Seven: Proposed Insourcing talent framework

Chapter Seven discusses the developed insourcing talent framework and how it can be implemented. It highlights several elements of the insourcing talent framework and stakeholder's framework.

1.17.8 Chapter Eight: Evaluation of the research, conclusion and recommendations

Chapter Eight contains a contribution to knowledge, further research, conclusions, and recommendations. Furthermore, the study limitations are also discussed, and the research makes final comments in this chapter.

1.18 CONCLUSION

This chapter is crucial because it provides a roadmap for this research, the context and nature of the study and further describes the research problem and objective as well as the study layout. The chapter introduced the study by outlining the background and orientation of the research study, the research problem, questions and objectives, and a glimpse into the study's research methodology. It hinted that the researcher intended to develop an insourcing talent framework for the selected departments in Gauteng Province. The researcher demonstrated that an insourcing talent framework could guide the successful implementation of insourcing talent. Five public institutions were selected for investigation.

Furthermore, the chapter also introduced insourcing and related concepts by explaining key terms and concepts. Together with the background of the study, the problem statement, research objectives and research question were discussed. The chapter also discussed research gaps, delimitations and study contributions.

The next chapter focuses on the literature review, specifically on insuring and insourcing talent and talent management.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The prior chapter introduced the study and provided a detailed account of the research problem and how it will be solved. This chapter focused on sourcing practices by answering the four relevant questions: What is insourcing talent, what are the motives of insourcing, what are the pros and cons of insourcing, and what are the theories related to insourcing talent?

Researchers and organisations reviewed several approaches to insourcing, and a variety of limitations were noted that validated the need for a study like this one. Most studies in the field focus mainly on outsourcing, with little or less attention put on insourcing. Furthermore, methodical reviews and searches of literature using scholarly databases, textbooks, academic articles, conference proceedings, and websites restricted to 1994 to 2023 on the topic of insourcing and insourcing frameworks were done.

The outcome of these searches revealed that several pieces of literature exist on outsourcing, particularly in the Information Technology space, and insourcing has not been explored, which is the focus of this study.

2.2 RESEARCH QUESTIONS

The following are the research questions that form the core of the study.

2.2.1 Main research questions

This study tries to solve the following question: How can an appropriate insourcing talent framework for the Gauteng provincial government of South Africa be developed and implemented?

2.2.2 Sub-research questions

Sub-questions that will form part of this study:

- What are the current insourcing talent practices at Gauteng Provincial Government selected departments?
- Which macro and micro level factors are crucial for insourcing talent in the selected department within the Gauteng Province Government?
- Who are stakeholders and which roles do they play in insourcing talent within the selected departments in Gauteng Province?
- In what ways should insourcing talent manifest for selected departments in Gauteng Province?
- What constructs should be included in an insourcing talent framework that will assist the selected department in insourcing talent?

The next section broadly discusses current and existing practices in Gauteng Province and the public sector.

2.3 LITERATURE REVIEW STRATEGY

Table 4 outlines the literature review strategy employed in this research.

Table 4: Detailed literature review strategy

Search strategy	
Keywords	Insourcing, insourcing framework, Insourcing or outsourcing, outsourcing
Databases	NWU library, EBSCOhost, Emerald, Science-Direct, etc.
Time limit	2018-2023
Reference types	Chapters of books, recognised journal articles, website, conference papers
Fields	Executive summary/abstract, titles, keywords, recommendations,
Frequency	Monthly search

Source: Own

2.4 WHAT ARE THE CURRENT INSOURCING PRACTICES AT GAUTENG PROVINCIAL GOVERNMENT-SELECTED DEPARTMENTS?

The section discusses the current and existing insourcing talent practices at Gauteng Provincial Government selected departments.

Insourcing decisions, known as a countermovement to outsourcing that reintegrates value creation in the buyer's organisational boundaries, have received increasing scholarly attention in recent years (Giunipero *et al.*, 2018; Hartman *et al.*, 2017). In this regard, insourcing is increasingly considered a common correction and supply chain adjustment mechanism among participants (Cabral *et al.*, 2014; Pisano & Shih, 2009).

In contrast to definitions of outsourcing and its overarching objective of cost savings, Insourcing is slowly gaining acceptance in South Africa, especially the public sector. Government departments, entities and municipalities are starting to insource cleaning, security, Information Technology, and catering services. Notable insourcing activities in the public sector of South Africa are:

- The then Gauteng premier tells the departments to begin with process of back sourcing services such as cleaning, catering, and security services. These services are currently outsourced. The reason cited by the premier in his speech were efficiencies, effectiveness, impact, and improving labour conditions (Office of the Premier, 2019).
- The Fees must fall movement which started at the universities led by students have resulted in call to insource all support services across the public sector (Luckett & Mzube, 2016; Mokoena, 2017; Hartman *et al.*, 2017).
- The push by national and provincial legislatures to introduce regulations and policies aimed at promoting insourcing such as Broad-Based Economic Empowerment is giving momentum to insourcing (Satgar, 2016).
- The call by the political parties such as ActionSA and Economic Freedom Fighters of Julius Malema for City of Joburg to insource security services has put more pressure on Gauteng provincial government to move to insourcing across the provincial department (Kgatlhe, 2018).
- Report by Provincial Treasury (PT) of Gauteng indicated that 100% of IT services are currently performed insourced compared to 100% outsourcing of same services over decade ago (Provincial Treasury (PT), 2022).

It is clear from above that insourcing is becoming more of a common strategic decision in practice, a positive attitudinal shift among participants toward insourcing has been observed, with a new and more positive view on the make-option within the make-or-buy decision-making spectrum (Gray *et al.*, 2013). This positive trajectory for many insourcing decisions

motivates our research study that traces individual-level drivers of participant insourcing decisions in a behavioural approach.

2.4.1 Current practices and existing insourcing talent practices

In his 2018 budget speech, the Minister of Finance, Tito Mboweni, highlighted the need for the government to implement some structural reforms by reducing policy uncertainties, (National Treasury, 2018). Among the policy uncertainties facing the South African government is whether to insource or continue outsourcing functions. The study aims to assist with some policy considerations by suggesting a sustainable framework for implementing the conceptual insourcing framework (Office of the Presidency, 2018). This framework is informed by what PricewaterhouseCoopers South Africa (2019) states that a departure point of a turnaround strategy for an organisation is to embed world-class practices in the areas of human resources whilst creating a continued performance improvement culture aimed at sustainable delivery services. For this study, the starting point is the finalisation of a conceptual insourcing framework with the view of addressing the unemployment and service delivery challenges, the Sustainable Developmental Goals (SDG), and the National Development Plan (NDP) goals.

Gauteng Province does not single insourcing approach; insourcing practices differ by department. Some departments are moving to insource selected non-core services (cleaning, security, catering), some are adopting hybrid models, and many still rely heavily on outsourced contractors because of budget, capacity, legal and operational constraints (Office of the Premier (Otp), 2023). The current and past practices can be summarised as follows:

2.4.1.1 Gauteng Department of Social Development: the department actively moving to insource several non-core services (cleaning, security, kitchens, laundry) and to advertise permanent posts so currently outsourced staff can apply (Department of Social Development, 2022).

2.4.1.2 Gauteng Department of Health: the department has repeatedly assessed insourcing but concluded a fully insourced model was unaffordable; instead, the department has used a hybrid approach. The department still relies on hundreds of contracted security guards across hospitals and clinics (Department of Health, 2023).

2.4.1.3 Gauteng Department of Education (schools/high-risk schools): majority of school security, cleaning and meal provision remains outsourced; recent reporting warns of non-payment to contracted security firms and suppliers, which is keeping outsourcing in place and creating operational risk for schools (Department of Education, 2023).

2.4.1.4 Gauteng Provincial Governments departments, in general: Some recruitment drives on the provincial jobs portal and policy-level discussion about insourcing appear, but wide-scale absorption is uneven and often phased or politically driven (motions, union campaigns, coalition dealmaking) (Otp, 2021).

In their respective studies, Foerstl et al. (2021) found that insourcing is widely practiced among private firms to countermand prior outsourcing decisions. They also emphasised that the behavioural aspects underlying participant decision-making processes regarding insourcing should not be overlooked, as overlooking such might lead to a lack of support from the top.

Insourcing as a Supply Chain Management phenomenon has motivational factors or drivers, namely internal and external firm-level factors. Foerstl et al. (2021) define internal factors as those drivers inherent to an organisation and all the internal stakeholders, like employees and participants, affected by insourcing decisions. They listed attitudes, firm-level resources, capabilities, process complexity, and task complexity as critical internal factors. According to Kinkel (2012), external factors are also considered environmental factors outside of the firm's control. However, they have a bearing on insourcing decisions. Some of these factors are a lack of qualified personnel, disadvantages of geographic and cultural differences, cost condition changes, and many more.

Organisations like provincial departments are expected to decide on insourcing after serious reflection, considering that they have provided goods or services internally before outsourcing. Some of the relevant factors to be considered are (1) cost versus benefits, (2) employee impact, (3) revenue impact, and (4) organisational or function impact (Bhagwatwar *et al.*, 2011).

Insourcing is part of supply chain management phenomena; although there are several theories relevant to SCM, the researcher is limiting his attention to eleven theories that are relevant to this study, namely total cost economics theory, resource-based theory, social capital theory, organisational learning theory, etc. The theories are discussed in section 3.3 of this study. Hugo (2006) argues that before outsourcing or insourcing, at least six questions should be answered:

- Are the needed skills and resources available within the firm (in this study it is the department)?
- Can the firm develop the required skills within a short space of time to meet the demand or need?
- What risks are related to insourcing goods or services to all stakeholders?
- Will the firm be able to take charge of the execution of the insourcing as an activity?
- Who will take ownership of the activity?
- Are the demands and needs related to the core mandate of the firm?

This research contributes by not only assimilating and gaining an understanding of key factors affecting insourcing decisions but also by establishing a baseline for future investigation into this burgeoning area via the presentation of testable propositions. Insourcing principles are constantly being challenged due to business models and technology, ever-changing societal needs, and, in the case of South Africa, political dynamics and socio-economic pressures.

2.4.2 Types of talent insourcing

Five main types of talent insourcing were identified from literature review, namely support services and non-support services (Giunipero et al., 2018). The table below indicates each

Type	Description	Examples
Institutionalized Insourcing	Organisations deciding to back sourcing all its services	City of Joburg deciding to appoint cleaners, caterers, and security and do away with labour brokers after council resolutions.
Cooperative or Community-Based Insourcing	Province contract community based or its department to	EPWP and CWP programme by department of public works

	appoint officials to deliver services	
State owned company insourcing	Sourcing through department or provincial owned entity instead of using an external private service providers	Using SITA to provide all IT related services, software and hardware. Use of department of Infrastructure development to provide accommodation related services.
Interdepartmental insourcing	Province great a separate department or unit to support a certain function such as Information Technology	Establishment of specialised department to provide information technology in the province, namely e-Government department.
Direct Employment Insourcing	Directly recruiting and appointing of all employees (non-support and support staff)	Department taking over and appointing all the catering, security and cleaning officials.

Source: Schniederjans, 2005; Sople, 2009; Wijers & Verhoef, 2009)

2.4.3 Significance of insourcing talent for the public sector

Insourcing talent for the selected departments increased participant control over insourced operations, security and confidentiality, improved quality and service delivery, no hidden costs and reallocation of existing teams (Tayauova, 2011). First, a significant advantage related to the government's control over the insourced operations stems from the reason that managing external resources requires special skills, a combination of people and process management, contract management, and power negotiation. Second, almost every insourcing process has a security and confidentiality clause, which is easy to execute and audit. Another reason for insourcing is the expectation of improved service delivery and working conditions for outside service providers, which is key for public sector institutions because of poor service delivery protests. Fourth, the department will sign an employment contract with its employees, which will be the basis of providing services. Fifth, insourcing is linked to the appointment of employees and often does not lead to the termination of staff.

2.5 WHICH MICRO AND MACRO LEVEL FACTORS ARE CRUCIAL FOR INSOURCING TALENT IN THE SELECTED DEPARTMENTS WITHIN GAUTENG PROVINCIAL GOVERNMENT?

The micro and macro level factors crucial for insourcing talent will now be discussed. Insourcing decisions are triggered by macro- and micro-level insourcing talent factors (Hartman *et al.*, 2017). The literature review revealed several factors influencing insourcing talent in the public sector. These factors are micro and macro level factors. Macro-level factors are related to factors that cannot be controlled by the department and are affecting insourcing decisions negatively or positively. The macro-level factors identified in this study are political and legal factors, globalisations, public sector reforms, more demands from the public sector, and information technology (Kinkel, 2012).

During the past decade, globalisation is increasingly impact shifting from outsourcing to insourcing (Hill & Jones 2001). Globalisation has led to South Africa companies moving out of the country to open offices abroad and during the process abandoning their contracts with the state. Furthermore, government departments are able to source products and services from anywhere in the world which then renders the external service providers irrelevant. Government departments are adopting insourcing talent in pursuit of economies of scale.

Digital and information technology development and innovation facilitate and enable departments to move from outsourcing to insourcing. Information technology development enables the department to perform functions that the department was unable to perform without external assistance through outsourcing (Porter, 2001). Digital transformation gives departments access to all markets and may create effectiveness and save money (efficiencies).

The public sector in Africa and abroad is undergoing various reforms, namely professionalisation of public services and change of business process to ensure performance improvement. The department increasingly influences these reforms to turn to insourcing (Mujasi, 2021; Domberger & Fernandez, 1998). Community demands and protests have influenced departments to adopt insourcing.

Micro-level factors are related to internal factors that can be controlled by the department and affect insourcing decisions. Economic factors, institutional or organisational factors,

capabilities, resources, and performance management were identified as dominant micro-level factors. Agile organisation structures have influenced the insourcing of critical services. Changes in the environment have forced the departments to move from external reliance to internal reliance, which result in reviewed organisation structures (Mujasi, 2021). Table 5 shows macro- and micro-level factors influencing insourcing. These factors include other financial, political, technological, legal, and organisational.

Table 5: Macro- and micro-level factors influencing insourcing

Factors				
Economic	Strategic	Technological	Quality	Management
Cost reduction, increase of profitability	Efficiency, unexpected need of personnel			
	Efficiency, flexibility		Quality improvement	
			Improving of performance standards and service quality	Ensurance of a timely service provision
Reduction of general and employee-related costs	Investment risk reduction and flexibility			
Reduction of operational costs	Internal resource optimization, Reputation of outsourcing provider	Experience of outsourcing provider		
Reduction of costs		The pursuit of new technologies, service provider specialization	Quality improvement	
Reduction of costs, avoiding of capital investments	Flexibility, ability to quickly form and expand			
	Risk Sharing		Improvement of quality requirements	Reduction of implementation time
	Importance of core competencies	Access to new skills and new technologies	Focus on customer service	
Reduction of costs	Flexibility, better resource compatibility with the needs	Better access / to more resources		
Cost optimization			Process monitoring and improvement, error reduction	Improvement of the management of core activities
Cost reduction, increase of income	Risk reduction, resource optimization			

Source: Mujasi, 2021.

2.5.1 Enablers of insourcing

This section discusses some of the enablers of insourcing to provide a better context on why insourcing is necessary.

Table 6: Enablers of insourcing

Concept	Enablers
Organisational aspect	Organisational structure makes department-specific changes and decisions easier
	Independence from top management approvals for decision-making
	Efficient information flow within company
Operational performance	Accurate and relevant information easily available
	Resources increase operational performance quality
Resources	Needed resources capabilities and capacity is available inhouse
	Better resources than most of competitors
	Managers' capabilities
	Operational staffs' capabilities
Control	Russia flight over ban increases trucking from central Europe to Finland
	Low number of companies operating Central Europe Finland axis
Cost	Company has export from Finland which lowers cost for import shipments
	More influence on cost strategy

Source: Mujasi, 2021

2.6 WHO ARE THE STAKEHOLDERS AND WHAT ROLES DO THEY PLAY IN INSOURCING TALENT IN THE GAUTENG PROVINCIAL SELECTED DEPARTMENTS

This section discusses insourcing talent stakeholders and their roles and responsibilities within the selected departments in Gauteng Province.

2.6.1 Internal Stakeholders

2.6.1.1 Employees and Trade Unions

Departmental employees and trade unions are important stakeholders in insourcing talent (Zullo, 2004). They are responsible for implementing insourcing in departments for a fee in the form of salaries and wages. Departmental officials must be consulted during the insourcing talent process.

2.6.1.2 Management

Managers are responsible for insourcing decisions and assist departments in implementing insourcing (Rossouw & van Vuuren, 2019). Management consists of the Head of the

Department, the Deputy Director General, and line managers. Their fiduciary responsibilities include establishing effective insourcing processes, control, risk management and policies.

2.6.1.3 Assurance providers

Departments appoint intern auditors and auditor committees to provide independent assurance of the department's internal control environment (Coetzee et al., 2019). The scope of internal auditors is the internal control environment, control activities, reporting, and risk management. The internal auditors report to functional and operational audit committees and the department head. Internal auditors are expected to prepare an annual plan and advise the department on the implementation of insourcing.

2.6.1.4 Elected leaders

Executive Council (MEC) members are elected to represent the public and appointed by Premiers. The elected leaders are authorised to provide political leadership over the department's affairs. By law, the elected leaders have been delegated to hold management and officials accountable for the implementation of insourcing (Landsberg & Graham, 2018). Annual plans and quarterly insourcing reports are submitted to the MEC by management for submission to the provincial legislature. These reports ensure that the department is fulfilling its mandate (Provincial Legislature, 2021)

2.6.1.5 Internal governance structure

The internal governance structure consists of the Risk Management Committee, Information Technology Steering Committee, Local Labour Forum, and Bid Committee, which advises departments on insourcing risk management, information technology and the bid process. The Risk Management Committee is responsible for advising the department on matters of risk related to insourcing and must be chaired by an independent chairperson.

The ICT steering committee is mandated to advise the department on matters of information technology and consists of management members under the leadership of an independent chairperson with appropriate ICT experience. Bid committees are supply chain committees responsible for sourcing, including shortlisting and appointment panels.

2.6.2 External Stakeholders

2.6.2.1 Provincial legislature

The provincial legislature is the provincial assembly consisting of elected representatives at the provincial level. Every Gauteng citizen qualifies to vote and be voted into the provincial legislature (Landsberg & Graham, 2018). The provincial legislature may initiate or approve insourcing legislation. The provincial legislature is expected to establish and maintain mechanisms to oversee talent insourcing (South Africa, 1996). The mechanism established by the provincial legislature consists of the provincial portfolio committee and the provincial public accounts committee.

2.6.2.2 Supporting departments

Other spheres of government have monitoring and oversight powers over department insourcing and departments' financial and talent management activities. The supporting departments are the National Treasury, Provincial Treasury (PT), Department of Public Service and Administration, and Department of Performance Monitoring and Evaluation (Fourie & Opperman, 2017). The supporting departments are mandated to ensure that departments' activities are performed under public sector rules, policies, and procedures and to determine whether prudent controls are exercised.

2.6.2.3 External assurance providers

External assurance providers are appointed to audit the department's process and activities. They express independent opinions on whether the insourcing talent process complies with all the legal requirements and fairly represents the department's position (Fourie & Opperman, 2017). The auditor general office and independent private external auditors are appointed as assurance providers by section of the Public Finance Management Act (South Africa, 1999).

2.6.2.4 Regulatory and legislative bodies

Several bodies have regulatory and legislative authority over departments and its activities (Fourie & Opperman, 2017). These activities range from financial and non-financial processes and activities, including insourcing, which is the focus of this study. The bodies referred to are the Public Service Commissions, Special Investigations Unit (SIU), Public Protector, Department of Priority Crime (Hawks), and South Africa Police Services (SAPS). These bodies regularly provide assurance and oversight and investigate activities performed by departments to ensure that departments are performing in terms of delegated mandate, compliance with enabling legislation and in a responsible manner.

2.6.2.5 External governance structure

The external governance structure consists of audit committees that advise departments on matters relating to insourcing control and assurance and compliance with the Public Financial Management Act (PFMA), the Labour Relations Act (LRA), Constitutions of the Republic of SA, and the Treasury Regulations (TR). Each department must appoint an audit and risk committee as an independent advisory body over the department's affairs. The audit committee appoints internal auditors and must be composed of professional independent persons outside the department (Coetzee *et al.*, 2019).

2.6.2.6 Public/community

The community, consisting of provincial citizens and residents, is indirectly and directly affected by insourcing decisions (Fourie & Opperman, 2017). The community members of the provinces receive services and functions that need to be insourced. They are the main beneficiaries of the insourcing process, and it is their interest to see insourcing succeed.

2.7 IN WHAT WAYS SHOULD INSOURCING TALENT MANIFEST FOR SELECTED DEPARTMENTS IN GAUTENG PROVINCE OF SOUTH AFRICA

This section discusses implementation challenges and strategies to address the challenges of insourcing talent implementation. When implementing an insourcing talent, a department quite often faces challenges which include, amongst others, resistance from internal and external stakeholders, cultural, financial, and organisational challenges such as poor planning and lack of clear definition of roles (Muriithi & Crawford, 2003; Chapman, 2004).

Nieuwenhuizen (2021), defines as a necessary process to bridge a gap between adoption of insourcing and success execution of a program like insourcing. It is clear from the definition that implementation is necessary step in ensuring that insourcing is successful.

The department should be proactive in dealing with the said challenges. Implementation strategies to be considered for insourcing talent include change management strategies and techniques, insourcing management, deployment of resources (financial and non-financial), stakeholder involvement, training, and awareness (Al-Mashari & Zairi, 2000; Sarker et al., 2000).

2.7.1 Steps for implementing insourcing

Insourcing implementation involves for practical steps which are discussed below (Trott 2005; Nieuwenhuizen, 2021; Carter *et al.*, 2020; Sarker et al., 2012):

2.7.1.1 Gain acceptance of insourcing talent: this step is about demonstrating to all stakeholders of the value of insourcing with view of getting their buy-in, support and acceptance.

2.7.1.2 Insourcing implementation plan development: the second step focuses on development of insourcing plan. The implementation plan, according to Nieuwenhuizen (2021) must be smart and accommodate all views points.

2.7.1.3 Adjustment of plan to implement insourcing: It is critical for insourcing plan to reviewed and revised for smooth implementation (Barney *et al.*, 2009). The author suggests that at least one.

2.7.1.4 insourcing implementation plan execution: Since all the activities have been agreed, it a must to execute such plan by implementing insourcing (Carayannis *et al.* 2003).

2.8 WHAT ARE THE CONSTRUCTS TO BE INCLUDED IN AN INSOURCING TALENT FRAMEWORK FOR SELECTED DEPARTMENTS IN GAUTENG PROVINCES

Core constructs to be included in an insourcing talent framework are now discussed.

2.8.1 The insourcing phases

There are different sourcing frameworks, and after a detailed examination of these frameworks, insourcing phases can be grouped into five phases. The insourcing-related frameworks inspected are Perunovic and Pedersen (2007), another by Greaver (1999), and one more by Lee et al. (2000), which suggests a seven-step process starting with a make-or-buy decision dilemma, an informal partnership being the last step. Greaver (1999) and Perunovic and Pedersen (2007), present a five-step process consisting of preparation/planning, vendor/employee selection, change management, relationship management, and reconsideration. A review of these frameworks assisted the researcher in understanding the insourcing lifecycle below.

2.8.1.1 Preparation Phases

This step's main purpose is for departments to decide to insource and develop an adoption and implementation strategy (Leimester, 2010; Greaver, 1998). The key activities during this phase include motivation for insourcing, needs assessment, due diligence, decision to insource, scope development, establishment of structures and teams, risk management, and development of strategy and plan (Cullen & Willcocks, 2003; McIvor, 2005; Brown & Wilson, 2005).

2.8.1.2 Employee Selections

The second step is the selection of implementing agents or employees. The phases explore insourcing relationships and negotiations (Hansen, 2011). The insourcing department should follow the recruitment process of hiring or rehiring new employees, negotiate and sign agreements with current outsource partners, communicate with all stakeholders, and conclude on insourcing agreements (Perunovic & Pedersen, 2007; Gartner, 2008). Moreover, placement of staff and establishment of workstreams is part of the activities in this phase (Duening & Click, 2005).

2.8.1.3 Transition management

The transition phase of the insourcing process involves the department taking over from outsourcing partners and assuming full responsibility for the function (Alsbridge, 2011; Zhu

et al., 2001). The key transition activities include resources, knowledge and information transfer, transition or implementation plan development, budget and cost forecasting, and impact assessment (Perunovic & Pedersen, 2007; Brown & Willson, 2005).

2.8.1.4 Relationship Management

This process explores stakeholder relationships and entails stakeholder participation. The key activities of the relationship management phases are insourcing performance monitoring and evaluation (Greaver, 1999). This phase aims to strengthen relationships amongst all insourcing stakeholders, foster trust, and resolve conflict.

2.8.1.5 Reconsiderations

The last phase is called reconsiderations. The insourcing institution reviews and assesses the implementation of insourcing (Hansen, 2011). The key activities of this phase include feedback, post-implementation review, project management, and the decision to continue or terminate (Duening & Click, 2005).

2.8.2 Motivating factors of insourcing

Several motivating factors exist for insourcing, and the table below contains critical factors to consider during the talent insourcing process.

Table 7 provides a list of motivating factors.

Table 7: Motivating factors

Motivator	Reference
Underutilised capacity	Drauz (2014); Hartman, Ogden, & Hazen (2017)
Lead time	Stentoft, Mikkelsen, & Johnsen (2015)
Quality	Stentoft, Mikkelsen, & Johnsen (2015); Adenäuer, Hoffmann, & Kayser (2008); Hartman, Ogden, & Hazen (2017); Grela & Hofman (2021); Wong (2008); Bognar & Kotlarsky (2012)
Loss of know-how from outsourcing	Drauz (2014); Adenäuer, Hoffmann, & Kayser (2008); Hoecht & Trott (2006); Kakabadse & Kakabadse (2000); Lonsdale & Cox (1998)
Higher flexibility	Drauz (2014); Adenäuer, Hoffmann, & Kayser (2008)
Lower dependency	Adenäuer, Hoffmann, & Kayser (2008); Arnold (2000); Kumar & Eickhoff (2005)
Core competence	Adenäuer, Hoffmann, & Kayser (2008); Sundquist, Hulthén, Gadde (2015)
Overall cost saving	Hartman, Ogden, & Hazen (2017); Grela & Hofman (2021); Wong (2008)
Unexpected or high costs from outsourcing	Drauz (2014); Bergin, Feenstra & Hanson (2011); Jennings (2002); Kremic, Tukul & Rom (2006); Fratocchi, Di Mauro, Barbieri, Nassimbeni & Zanoni (2014); Kinkel & Maloca (2009); Pisano & Shih (2012); Stanczyk, Cataldo, Blome & Busse (2017); Wong (2008); Bognar & Kotlarsky (2012)
Losing control over business process	Kumar & Eickhoff (2005); Hartman, Ogden, Wirthlin, & Hazen (2017); Wong (2008); Bognar & Kotlarsky (2012)
Lower need for relationship management	Sundquist, Hulthén, Gadde (2015)
Changes in strategy	Richardson (1996); Wong (2008); Law (2017)
Economies of scale	Stentoft, Mikkelsen, & Johnsen (2015); Drauz (2014)
Expiring outsourced contracts	Bals, Kirchoff & Foerstl, K. (2016)

Source: Hartman et al., 2017

2.9 LEGISLATIVE FRAMEWORK

The purpose of this section is to review the literature on legislation and policy that influences the decision-making approach to strategic sourcing and provide insights on key factors that must be considered within the regulatory environment. The legislative framework consists of various legislation, regulations, policies and standards that emphasise sound governance principles within the three spheres of government. These principles include the duty to deliver services ensuring socio-economic rights. The legislation and policy impact various processes, systems and strategies that influence decision-making around strategic sourcing.

Literature identifies several legislations associated and applicable insourcing, namely the Public Finance Management Act, the Constitution of the Republic of South Africa, the Preferential Procurement Policy Framework Act, and the Labour Relations Act (South Africa,2000). Each legislation is discussed next.

2.9.1 Constitution of Republic of South Africa

The objective of constitution as it relates to talent is mainly about department making sure that workers are treated fairly and with dignity. Basically is about workers' rights protections and safety in the workplace (South Africa,1996).

2.9.1.1 Relevance

The legislation provides the foundational rights to dignity, fair labour practices, and service delivery.

2.9.1.2 Influence on the Framework

Below is the influence on the insourcing framework:

- Underpins the human rights obligations of government departments when implementing insourcing.
- Supports the moral and ethical justifications for replacing exploitative outsourcing practices.

2.9.2 Public Finance Management Act

PFMA deals with the procurement by the department of services and goods, not insourcing of talent to either produce or buy goods and services (South Africa,2003a)

2.9.2.1 Relevance

The PFMA is relevant to the study and proposed framework is that it is central to regulating financial management in the public sector, including budgeting, expenditure, and procurement

2.9.2.2 Influence on the proposed framework

Below is the influence on the insourcing framework:

- Affects Phase 1 and Phase 2, where cost-benefit analyses, financial planning, and Treasury oversight are essential.
- Ensures compliance in transitioning from outsourced to insourced models.
- Governs how internal audits and risk management must be conducted during insourcing.

2.9.3 Labour Relations Act (LRA),1995

The broad objective of the LRA is to advance labour peace and democratise the workplace, social justice, and economic development (South Africa,1995; Warner & Amir, 2009). The act provides guidelines on recruitment, retention, and termination of employees and regulates how employees should be transferred. Among the conditions for transferring employees is for employers to ensure that the employees' employment conditions are not altered downwards.

2.9.3.1 Relevance

The Act regulates the rights of workers, unions, and conditions under which employees can be transferred.

2.9.3.2 Influence on the Framework

Below is the influence on the insourcing framework:

- Affects Phase 3 (Implementation) during staff absorption, recruitment, and labour consultations.

- Guides conditions for fair treatment and non-reduction of employee benefits during transitions from outsourcing

2.9.4 Employment Equity Act,1998 (implied)

The most important definition of this act is the categorisation of companies in terms of black economic scores and requires departments to set Employment Equity targets in terms of race, gender, and disability (South Africa, 1998).

2.9.4.1 Relevance

The Act ensures fair and non-discriminatory employment practices.

2.9.4.2 Influence on the Framework

Below is the influence on the insourcing framework:

- Applies during internal recruitment and workforce planning (Phase 2 and Phase 3).
- Helps meet diversity goals and transformation mandates.

2.9.5 Broad-Based Economic Empowerment Act

The most important definition of this act is the categorisation of companies in terms of black economic scores and requires departments to set Employment Equity targets in terms of race, gender, and disability (South Africa,2003).

2.9.5.1 Relevance

B-BBEE compliance is often required for winning government tenders, licenses, or contracts and It helps companies improve their social responsibility and inclusion practices

2.9.5.2 Influence on the Framework

Below is the influence on the insourcing framework:

- Applies to all sectors of the economy.
- Companies doing business with the state or major enterprises often need to demonstrate B-BBEE compliance.
- Sector-specific codes exist (e.g., for mining, construction, ICT, financial services).

2.9.6 Preferential Procurement Policy Framework Act

The unique feature of this act is that it provides guidance on allocation of points and introduce preference scoring system in line with contract value. The supplier with lowest price should get the contract (South Africa, 2000a)

These legislations appear inadequate because they were developed during the last decade, when outsourcing was only option. Furthermore, insourcing is only gaining momentum during the recent. Consequently, the proposed framework proposes a review of the current legislative and policy regime to accommodate this development to avoid, amongst others, conflict and duplication with the current legislation.

2.10 REVIEW OF SOURCING FRAMEWORKS

This section deals with available associated frameworks, as there is no insourcing talent framework. The three frameworks should be consolidated to assist in developing a comprehensive insourcing talent framework for selected departments in Gauteng.

2.10.1 Decision-making insourcing framework

The framework proposed by Šmite *et al.* (2011) proposes five important questions that need to be answered during insourcing decision-making process:

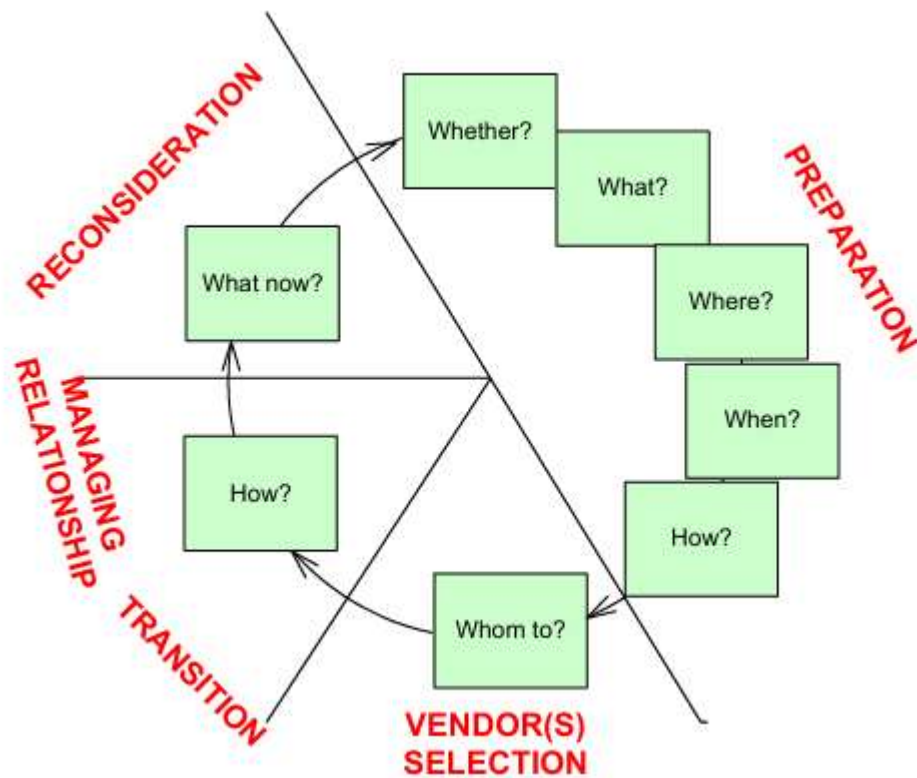


Figure 3: Insourcing decision-making framework

The above question was considered while developing the interview guide used for data collection. The researcher believes that answering it will assist in developing an appropriate and specific framework.

2.10.2 Talent management framework

The talent management system below depicts the process for hiring or rehiring employees, which is the outcome of the insourcing function.

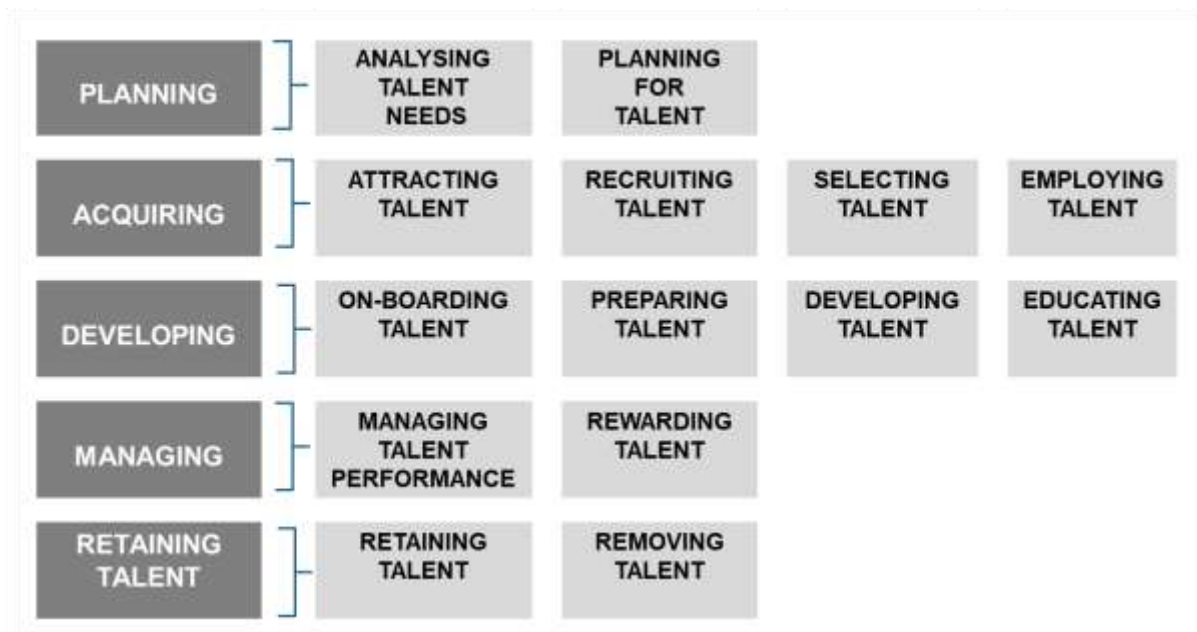


Figure 4: Talent management system

Source: Bussin, 2014

Figure 4 shows that the department should analyse talent needs before hiring or rehiring officials and plan accordingly. The talent strategy must also include developing and managing talent after recruiting employees.

2.10.3 Insourcing or outsourcing framework

The insourcing versus outsourcing framework describes elements to be considered during the insourcing decision-making process (see Figure 5).

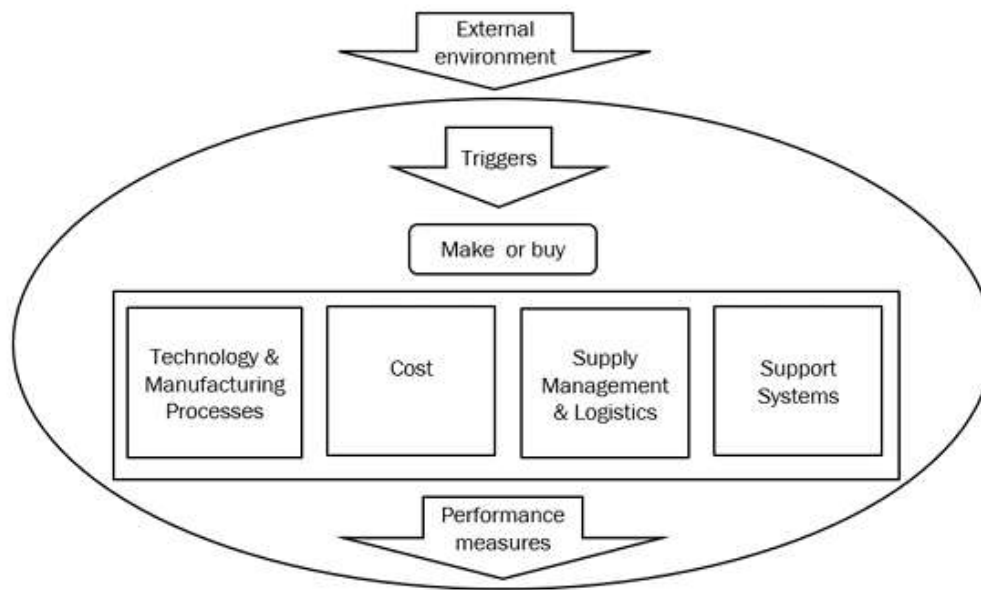


Figure 5: Insourcing or outsourcing framework

Source: Canez *et al.*, 2000

Internal control environment, technology, cost, performance measures, sourcing process, and systems are some of the triggers of the insourcing or outsourcing process (Cáñez *et al.*, 2000). These elements were considered in developing the proposed framework for insourcing talent in the selected departments.

2.11 INTERNATIONAL INSOURCING PRACTICES

This section discusses international insourcing practices to identify lessons learned as a best practice. In other parts of the world, implementation of insourcing is limited for several reasons: political, change resistance, skills challenges, cost and budget-related challenges, and legal challenges. These factors are similar to those of South Africa and Gauteng. However, countries like the United Kingdom were able to implement insourcing services and make it a success. This section discusses some countries that should serve as best practices and lessons for this study.

2.11.1 United States (US)

In the United States, local governments encourage insourcing, and more than half of local government services are insourced (Homsy & Warner, 2014). Insourcing covers the entire

healthcare industry and manufacturing sector (Carpenter, 2012). Both private and public sectors are encouraged to source to create jobs, reduce job losses, increase access to health care services, and grow their skill bases. It was reported by MSU Research (2012) that 40% of the companies in the United States have implemented insources and since realised reduced and saved costs. This can be viewed as an indicator of the success of the insourcing policy.

Like South Africa, federal and state government institutions are implementing insourcing (Kim, 2013). According to Courtemanche & Zapata (2012), adopting insourcing in public institutions in the United States has resulted in job creation and direct investments (foreign and direct). Another good initiative about the US is that the policy directions are clear. An established policy direction and guidance for insourcing regulates insourcing and offers solid rewards to institutions for moving from outsourcing to insourcing.

One of the phased implementation approaches is implementing insourcing. Institutions in that country gradually introduce insourcing, resulting in a mixture of make-or-buy sourcing, often called hybrid sourcing systems (Warner & Hefetz, 2012). Since adopting this approach, state institutions have gained control of public services and management from the hands of private players.

The adoption of insourcing by multinational companies in the United States, such as General Electric, Apple, and Whirlpool, has resulted in new infrastructure being built, over 6,000 jobs being created in one year, and billions of dollars being invested (Spector, 2013; Burkart, 2012; Kim, 2013).

2.11.2 China

In China, insourcing was introduced in 1997. The insourcing covers several sectors of China's economy, including IT services. It is compulsory and mandatory in China for state institutions to adopt insourcing. Within a few years of the introduction of insourcing, 42% of public services were insourcing, compared to India's 37% (OECD, 2016). The introduction of insourcing is driven by the government's vision of liberalising the country's economy. This is possible through insourcing legislation and friendly policies (Qi & Chau, 2015).

One of China's insourcing success stories is the insourcing of IT services. According to (Qi & Chau, 2015), the nominal impact of insourcing is revenue growth of over 55% over a five-year period and over 300 billion dollars of investments. This was made possible through allocating internal resources and investment in education (Moe *et al.*, 2013).

2.11.3 Mexico

In Mexico, insourcing is characterised by educated and skilled individuals, quality roads and transport infrastructure, and high net-worth clients. The biggest challenge in Mexico is labour cost, which is too high. Unlike in China and the US, there are no established guidelines to regulate the cost of labour, preventing institutions from investing more in insourcing. Despite the higher labour costs, the country is ranked very high on customs and support of local businesses.

Since the introduction of insourcing in 2002, the country has grown and become the most highly educated nation in Latin America. Its IT innovation centres are the best in Latin America and South America. Its laws were found to be insourcing-friendly and have resulted in substantial local growth and competitive advantages (Organisation for Economic Co-operation and Development) (OECD), (OECD, 2016).

2.11.4 United Kingdom

The UK's insourcing program focused mainly on returning local authority delivery to in-house providers and insourcing clinical services to reduce the NHS waiting list, which is recorded as successful (Apse, 2009). In 2020, a guide was suggested to govern and regulate insourcing for a smooth transition from outsourcing to bringing or encouraging councils to bring leisure services back in-house (Prior *et al.*, 2020). This guide is structured to follow the main stages of the in-sourcing process (Figure 6).



Figure 6: The main stages of the insourcing process

Source: Prior *et al.*, 2020.

2.11.5 North Korea

The fifth country is North Korea. To overcome the implementation challenges of insourcing, it was suggested that Small, Medium, and Micro Enterprises, which are some of the beneficiaries of outsourcing, need to address and overcome challenges (Kim et al., 2021). This is also applicable to this study, as South Africa has black economic policies aimed at formerly disadvantaged individuals or groups.

2.11.6 Poland

Polish's approach to industrialisation included insourcing, which has succeeded in areas such as the creation of employment and lower labour costs. However, the big question is how Poland will cope and respond to the changing environment, such as globalisation, China's aggressive economic expansion strategy, and the EU and US transatlantic Free Trade Zone agreement. The said situation has resulted, amongst others, in the closing of plants in small and medium-sized companies, resulting in high levels of migration and unemployment, reverse gain made through insourcing (Chidzucka, 2018). The country linked its success in implementing the insourcing programme to a project management approach and a comprehensive change management program. This applies to the proposed conceptual framework in this study.

2.11.7 Chile

Chile's multinational companies have resorted to insourcing IT services. The main reasons for this move are the high cost of similar services and the country's inability to outsource costs in India. Educated professionals, political and economic stability, quality IT infrastructure, and favourable trade agreements motivate the country to insource (Fratocchi *et al.*, 2014).

2.11.8 Germany

Insourcing in Germany refers to the strategic shift where German companies or public sector entities bring previously outsourced functions back in-house. This trend has gained traction in various sectors for reasons ranging from cost control to quality assurance and data protection. German municipalities and government agencies have insourced services like

IT, cleaning, and facility management (Augurzky & Scheuer, 2007). The drivers of insourcing in Germany are quality control, data protection & compliance, cost re-evaluation, workforce considerations, and resilience and control (Jaehrling, 2015; Kinkel & Maloca, 2009).

2.12 CONCLUSION

Chapter Two presented a detailed literature review with the insourcing, talent management, stakeholders, current frameworks and legislation as focus. Followed by a review of international insourcing practices for lessons learned and best practices. The overarching goal of this thesis was to develop and implement an insourcing talent framework for selected departments in the Gauteng province of South Africa. This chapter demonstrated that insourcing is under-researched, and as a result, it deserves further investigation.

Chapter Two presented several micro- and macro-level factors affecting the insuring of talent in South Africa's public sector, and these factors provided insights into the fundamental principles of insourcing talent in the selected departments. While Chapter One provided a preliminary understanding of the insourcing topic in general, chapter Two highlights key subjects for investigation in this study: stakeholders, talent, sourcing and insourcing models (including the benefits and limitations of insourcing talent).

The chapter provided detailed applicable frameworks in a systematic approach for better insights into insourcing talent as a phenomenon. The outcome of this chapter's literature review indicates that insourcing talent is not being implemented due to several factors and this study aimed to investigate

The next chapter describes the theoretical and conceptual framework methodology adopted to achieve this study's primary and secondary objectives.

CHAPTER THREE

THEORETICAL FRAMEWORK

3.1 INTRODUCTION

This chapter focused on theories and prior studies related to insourcing talent. Subsequently, the study analysed international insourcing practices to establish lessons learned during the insourcing process and establish best practices. Discussing theories and the international landscape was vital to provide insight into other countries. The chapter is divided into three sections as follows. After the introduction, Section 3.3 outlines the applicable theories. Section 3.4 discusses the conceptual framework, and Section 3.4 provided the conclusion.

3.2 RESEARCH QUESTIONS

The following are the research questions that forms the core of the study:

3.2.1 Main research questions

This study tries to solve the following question: How can an appropriate insourcing talent framework for the Gauteng provincial government of South Africa be developed and implemented?

3.2.2 Sub-research questions

Sub-questions that formed part of this study:

- What are the current insourcing talent practices at Gauteng Provincial Government selected departments?
- Which macro and micro-level factors are crucial for insourcing talent in the selected department within the Gauteng Province Government?
- Who are the stakeholders, and what roles do they play in insourcing talent within the selected departments in Gauteng Province?
- In what ways should insourcing talent manifest for selected departments in Gauteng Province?
- What constructs are to be included in an insourcing talent framework that will assist the selected department to insourcing talent?

3.3 THEORIES RELATED TO INSOURCING

Associated theories are now discussed. Insourcing as a phenomenon is anchored around several theories, some of which are discussed in this section. The theories associated with insourcing are complementary and sometimes contradictory, so the researcher believes that the study should adopt more than one theory.

3.3.1 Transaction Cost Economics (TCE)

The Transaction Cost Economics (TCE) theory is the most prominent theory linked to insourcing. This theory has long been used in insourcing and outsourcing. Transaction cost economics (TCE) is based on an economic rationale and is widely used in insourcing to explicitly address boundary decisions (Hätönen & Eriksson, 2009; Vitharana & Dharwadkar, 2007).

The importance of this theory is that it emphasises the use of transaction costs during insourcing decision-making (Williamson, 1979). According to Hartman *et al.* (2017) and Williamson (1979), attributes of business exchange associated with theory are frequency of transactions, risk of underperformance, interdependencies, the durability of assets, and complexity of the task. In answering the question of what must be insourced, the theory suggests that services and functions that offer more benefits than cost must be insourced, meaning costs must be reduced, and benefits must be increased (Ju et al., 2019). Furthermore, the minimum costs and reduced dependency on third parties should ensure that insourcing succeeds (Schneider *et al.*, 2013).

The theory explores the preparation, vendor selection, relationship management, and reconsideration phases. Figure 7 below depicts the TCE theory related to the study.

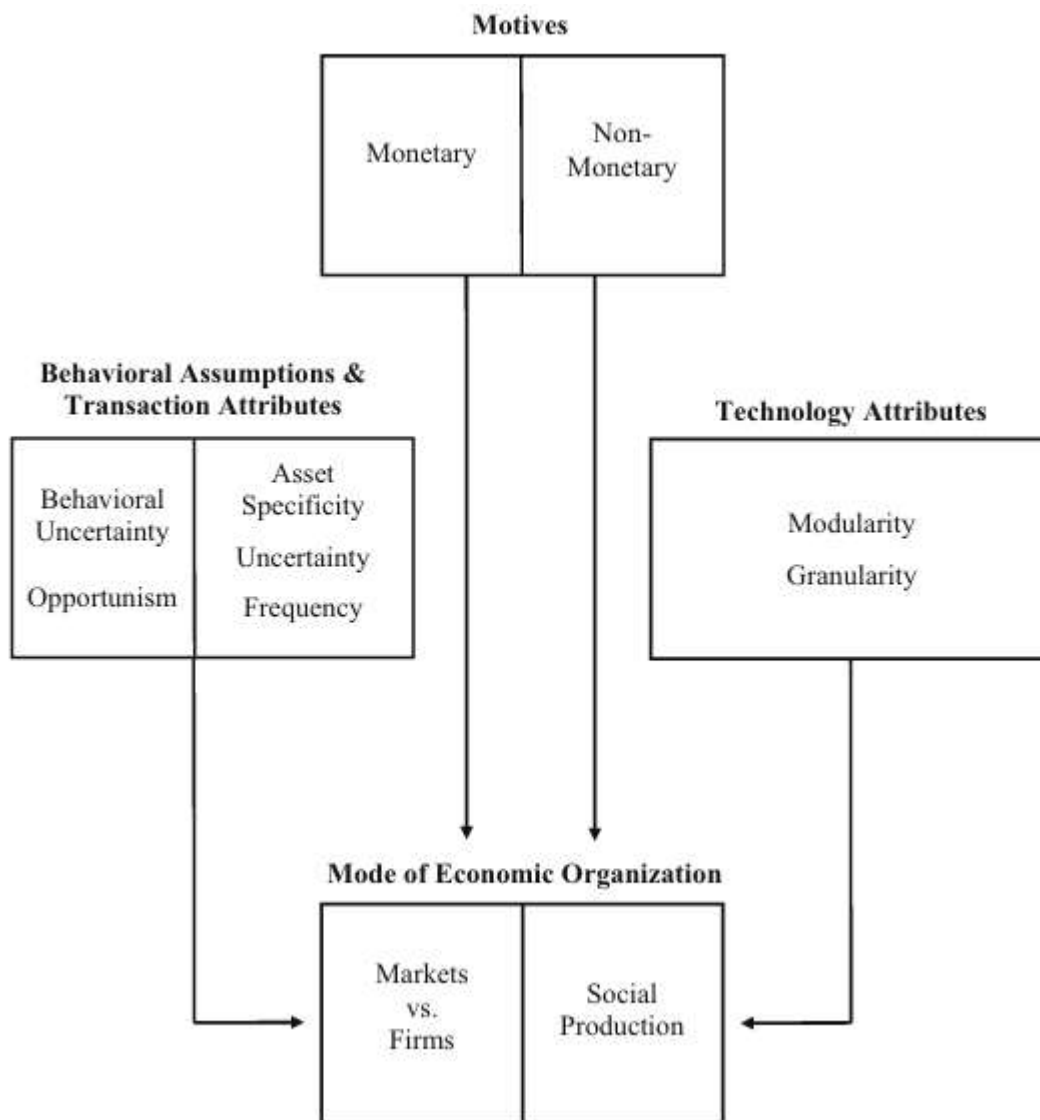


Figure 7: Transaction cost approach

Source: Aubert et al. (2018)

3.3.2 Core Competency Theory (CCT)

Core competency theory is linked to resource-based theory. An early definition of core competency theory assumes productive knowledge and skills of institutions and the integration of different technologies and methods (Prahalad & Hamel, 1990). The theory assumes that relationship management and reconsideration phases are part of the insourcing process and must be performed (Levina & Ross, 2003). From its inception, the theory suggested that organisation competencies must influence the insourcing decision as it is considered a critical factor in the success of the insourcing process.

The relevance of this theory to insourcing is that it suggests that core competencies activities should be insourcing, and non-core functions can be outsourced to an external third party to handle (Gottschalk & Solli-Saether, 2005). However, the theory falls short of guiding the qualities of the third party to render outsourcing services. The researcher believes a competent service provider or third party should be contracted to render non-core functions or services. Furthermore, some non-competence should be retained to ensure that departments are not solely reliant on third parties. According to Baden-Fuller et al. (2000), insourcing decisions must be made early to improve the sustainability of an entity. The second consideration of this theory is that sufficient and adequate resources are available and required for the insourcing process to succeed (Stock & Seliger, 2016). The resource can be internal or external, financial or non-financial, including human resources (Arnold, 2000).

According to Chandra and Kumar (2000), insourcing core functions is important for future sustainability; sourcing places responsibilities for core competencies in the hands of institutions that are mandated to deliver successfully. The researcher believes that the theory assists in answering the question of what must be insourcing. In this case, all core functions and a small amount of non-core functions are for strategic reasons. To succeed in insourcing function transactions, theory suggests that organisations must define their capabilities, needs, and ability to manage services (Gottschalk & Solli-Saether, 2015). Figure 8 depicts the core competence theory related to the study.

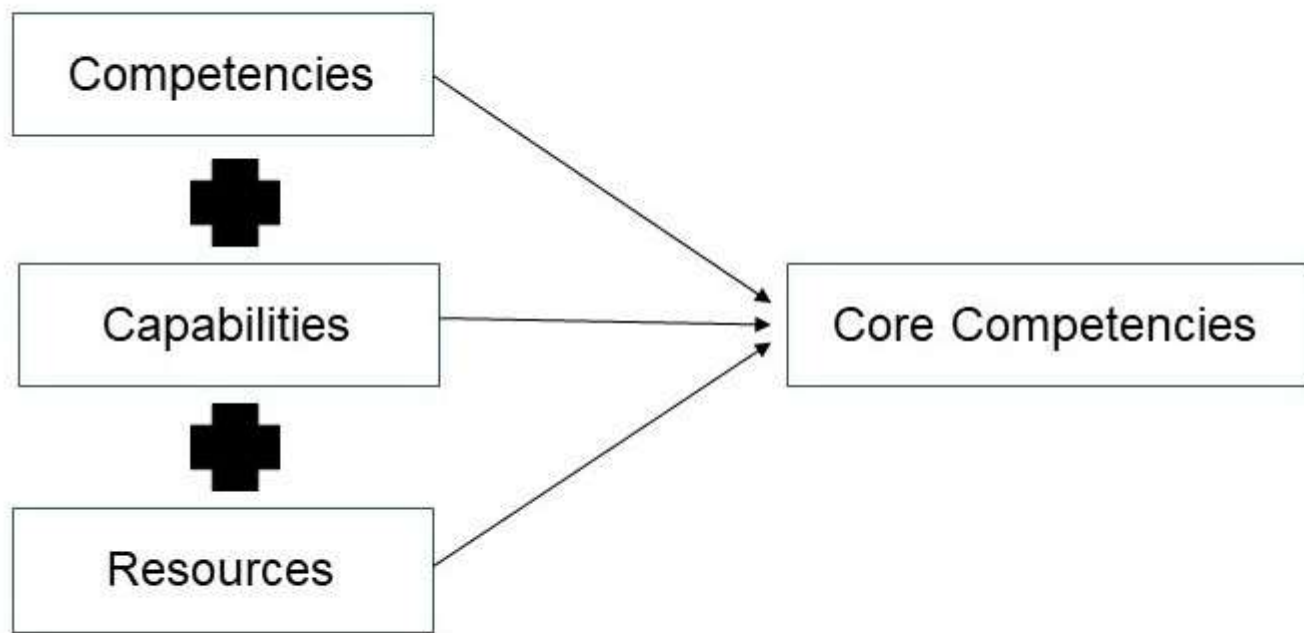


Figure 8: Core competency theory

Source: Stock & Seliger, 2016

3.3.3 Resource-based Theory (RBT)

The Resource-based theory is based on resources and capabilities (Barney & Hesterly, 1996). The authors emphasised the need to ensure stability in terms of resources and capabilities. The term was initially meant to challenge the notion that Stock and Seliger, (2016), holders are the only group to whom management needs to react (Parmar *et al.*, 2010). An early definition proposed stakeholders as individuals or groups that can affect or be affected by achieving organisational objectives (Freeman, 1984). From the onset, stakeholder theory assumes that values are part of doing business (Freeman *et al.*, 2004). The theory hinges on how different groups or individuals influence the business (Smudde & Courtright, 2011). Moreover, stakeholder theory focuses on how the management of businesses pays attention to the interests of all relevant stakeholders (Smudde & Courtright, 2011). The theory is that for the institution to succeed in insourcing, organisations must integrate resources and capabilities from employees to provide competitive service.

The theory addresses resourcing and capabilities challenges, often defined as strategic decisions (Grover *et al.*, 1998). The essence of the theory is that external and internal resources, together with capabilities, are aimed at gaining a competitive advantage (Lowendal, 2000).

This theory is important to this study because it focuses on organisational resources, capabilities, and insourcing phases. The theory acknowledges that capabilities and resources in organisations are not the same. However, both remain appropriate when making insourcing decisions. According to this theory, the resources suggest that services to be insourced should be these services where sufficient resources exist. This resource must be strategically valuable and unique to eliminate the risk of imitation, and substituting must be impossible.

This theory applies to this as it describes the insourcing phases: preparation, selection of service providers as a supplier, stakeholder management, and reconstruction (Barthelemy & Quelin, 2006). As with CCT, the theory asserts that preparation phases must be used to identify drivers and barriers to shape the insourcing framework. Figure 9 below depicts the resource-based theory related to the study.

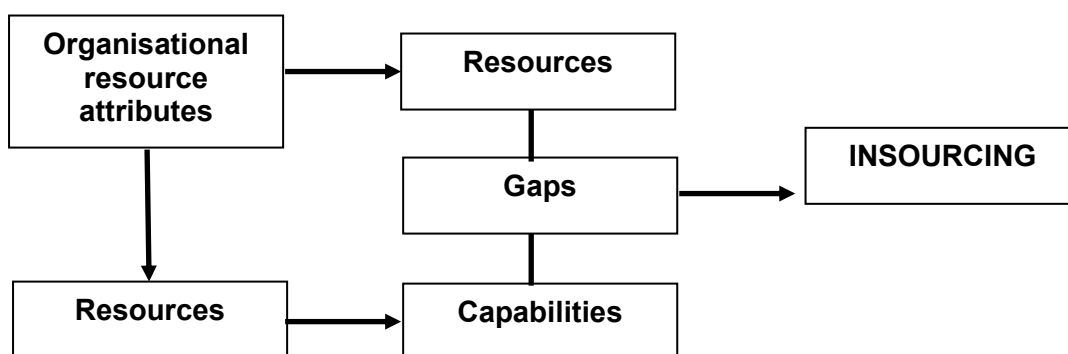


Figure 9: Resource-based perspectives of insourcing

Source: Kutsikos & Mentzas, 2011

3.3.4 Institutional theory

The theory is based on the organisational environment and the regulatory, social, individual, and political environment. The theory asserts that organisational structures and processes are behind the sustainability of the sourcing process (Miles, 2012). Institutional arrangements are important for insourcing to succeed (Walsham & Sahay, 2006). Combining this approach and the capability approach should assist with insourcing functions or services. Applying the theory in this study should assist in identifying micro- and macro-level factors of insourcing talent in the selected departments. Figure 10 below depicts the institutional theory related to the study.

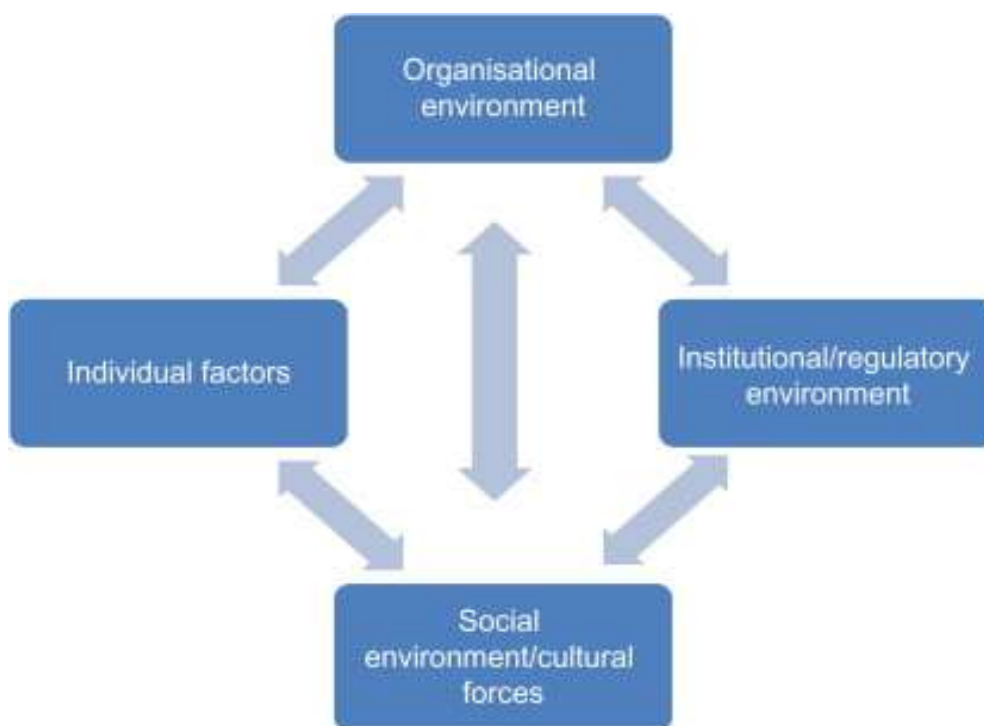


Figure 10: Institutional theory

Source: Singh & Zack, (2006)

3.3.5 Knowledge-based theory

The theory is linked to knowledge generation and application between stakeholders (Nasiophoulos *et al.*, 2014). The phase that deals with stakeholders' relationship maintenance and management must be involved in this theory (Kutsikos & Mentzas, 2012). This theory applies to this study because it acknowledges the role of individual knowledge during and after the insourcing process. This theory is aligned with core competency theory

regarding knowledge generation and sharing (Lee, 2001). Figure 11 below depicts the agency cost theory related to the study.

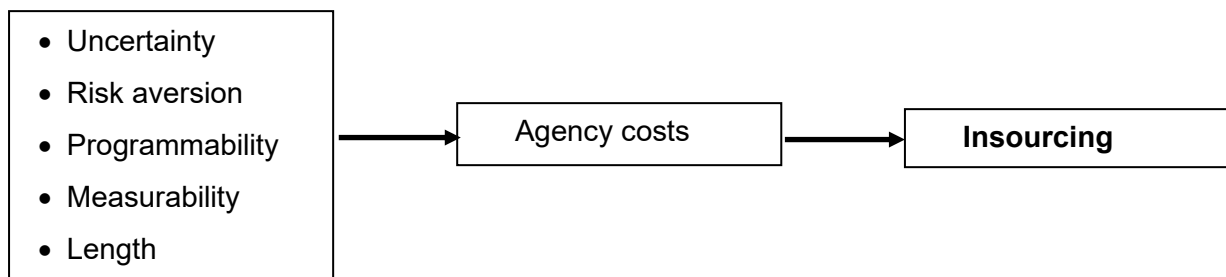


Figure 11: Agency cost theory approach

Source: Barney & Hesterly, (1996); Lee, (2001)

3.3.6 Agency Cost Theory

The theory is based on principal and agent relationships. The theory addressed resolving the issues between two parties during contractual or non-contractual relationships (Eisenhard, 1985). The theory identified several problems, namely conflicting desires, risk exposures, and different visions (Hancox & Kackney, 2000). This theory applies to this study because it highlights and emphasises functions to be outsourced, which are those functions where stakeholders share common goals and willingness to share risks associated with insourcing. Figure 12 depicts the agency cost theory related to the study.

3.3.7 Social Exchange Theory

The theory is based on social and economic outcomes. Central to this theory is fairness, responsiveness and stakeholder relationships (Gottschalk and Solli-Sæther, 2005). Whitten and Wakefield (2006) stated that during the reconsideration phases, the behaviour of all stakeholders must be scrutinised.

This theory applies to this study because it acknowledges the interest of stakeholders, and the insourcing framework should incorporate such in all the insourcing phases. The risk of harming others must be identified and managed during insourcing (Das & Teng, 2002). Lastly, for insourcing to succeed, the model must assist in attaining economic and social outcomes (Druckman, 1998). Figure 13 depicts the social exchange theory related to the study.

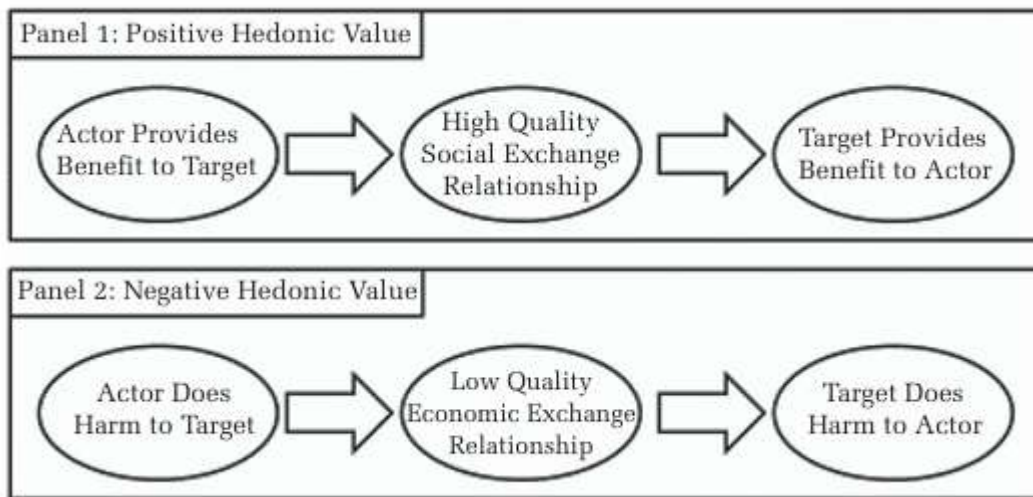


Figure 12: Social exchange theory approach

Source: Gottschalk and Solli-Sæther, (2006)

3.3.8 Stakeholder theory

This theory applies to this study as it assists in identifying stakeholders for insourcing and determining roles and responsibilities. According to Gottschalk and Solli-Sæther (2005), the source's functions must ensure a good balance of activities between all role players. Only relevant and affected stakeholders, namely employees, management, community, and clients, must be involved (Vaxevanou & Konstantopoulos, 2015).

This theory provides two dimensions to support the principles of stakeholder relationships: the number of groups and moral principles. The underlying principles proposed by the theory are honesty, integrity, respect for autonomy, and no harm to others (Shankam, 1999). According to Lacity and Willcocks, (2000), a group of individuals with common interests must be grouped as stakeholders.

The shareholder theory pays more attention to the diversity of stakeholders' perspectives that a company needs to analyse, weigh, balance, and attempt to respond to. Edward Freeman is probably one of the most respected philosophers and writers on the stakeholder theory, and his writings form the backbone of the stakeholder theory of companies (Jones *et al.*, 2017 & Freeman, 2016). Stakeholder theory forces companies and those charged with governance to run and manage in the interest of the stakeholders (Rossouw & van Vuuren, 2019).

Stakeholders are key in successfully implementing an insourcing model in Gauteng Province. This section deals with a network of stakeholders and discusses their work or roles in the next paragraph. The common stakeholder groups are the Treasury Department, provincial departments, provincial executive committees led by the Premier, suppliers, communities and employees. Freeman (1993), argues that companies should not be managed at one's income level and at the expense of others. This position is very relevant to this study in the sense that the stakeholders of insourcing in the context of Gauteng Province are the departments and suppliers, meaning the principle of corporate rights and corporate effects should be respected when insourcing implementation occurs.

Role players are the key stakeholders in the business who are responsible for the development, planning, implementation, and improvement of insourcing talent management in the departments of management, human resources, leaders, and employees. Figure 13 depicts the stakeholder theory related to the study.



Figure 13: Stakeholder matrix

Source: Rossouw & van Vuuren, 2019

3.3.9 Capability theory

The origin of this theory is that it is rich in capability view and individualistic approach. The capability approach can provide an important framework for research on development, poverty, justice, and social policies, provided by theory as important elements of the insourcing talent framework (Robeyns, 2005). The capability approach is partially suitable

for this study because it assists in identifying and defining capabilities and VRIN resources. The challenge with this theory is that it is vague (Heeks & Molla, 2009). Figure 14 depicts the capability theory related to the study.

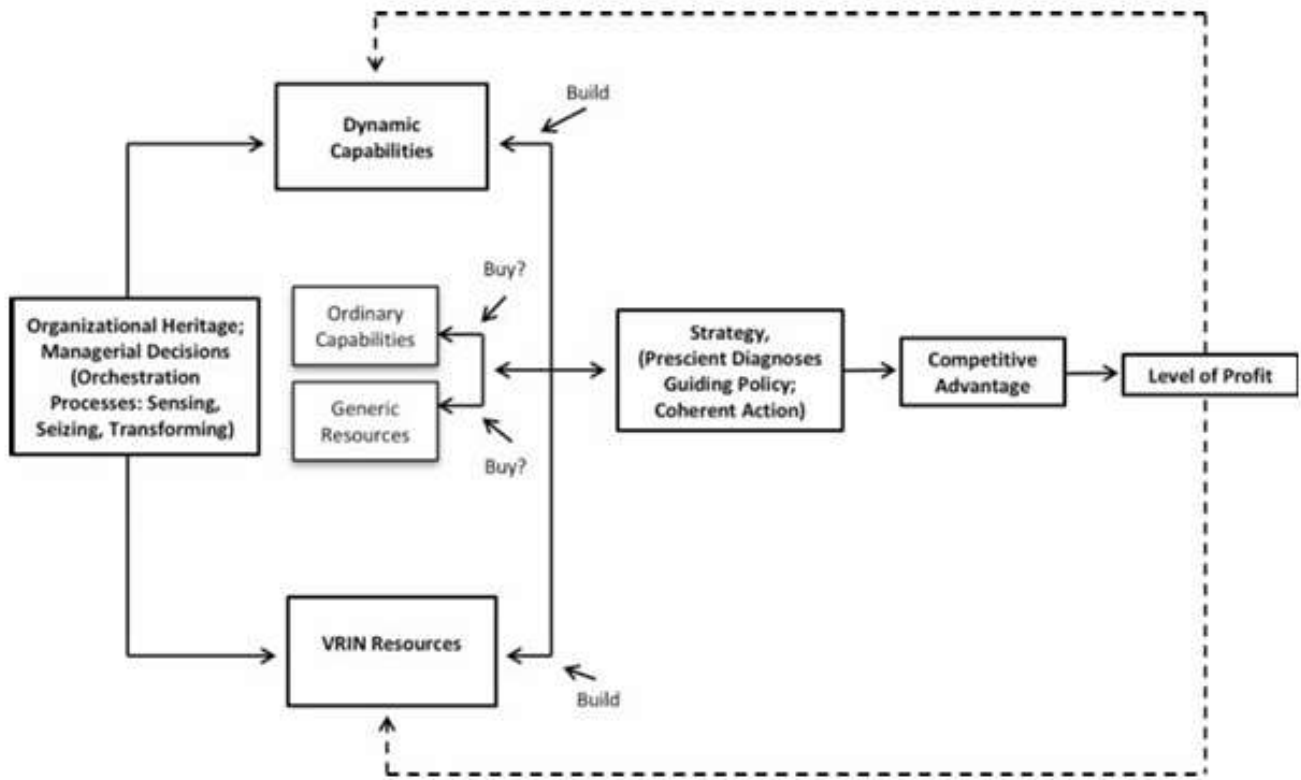


Figure 14: Capability theory approach

Source: Heeks & Molla, 2009

3.3.10 Relation view

Relation view theory (also referred to as relational exchange theory) is linked to relations norms. The theory mainly focuses on relationship management while implementing the insourcing process concerning all functions to be insourced (Alvarez & Barney, 2010). This theory is key in identifying the functions to be insourced (Kutsikos & Mentzas, 2011).

The theory prescribes and guides activities of insourcing organisations towards relationship management and maintenance (McIvor, 2005). Willcooks and Choi (2005) suggest that the theory applies throughout the insourcing process. The proposed relationship management and maintenance activities include holding bilateral discussions, ensuring flexibility for all stakeholders, and promoting solidarity (Kern & Blois, 2002). The theory suggests that

companies must insource functions with standard norms. Insourcing organisations must do the development of such norms. This theory applies to this study because it highlights the importance of stakeholder relationship maintenance and management during the insourcing process. Furthermore, the theory concurs with the other theories that phases in insourcing are preparation, selection, relationship management and reconsideration (Barthelemy & Quelin, 2006).

3.3.11 Theory of Change (TOC)

This section deals with Theory of Change and its applicability to the study.

3.3.11.1 TOC clarified

The Theory of Change (ToC) is a strategic planning and evaluation framework that outlines how and why a desired change is expected to happen in a particular context. Applying it to the implementation of insourcing from outsourcing involves articulating a clear pathway from current outsourced operations to successfully internalized (insourced) services (Clark, 2012).

3.3.11.2 ToC is Applicable to Insourcing due to (Perunović & Pedersen, 2007; Clark, 2012; Wiesmann *et al.*, 2017) :

- Clarifies Goals and Assumptions: ToC helps clarify *why* insourcing is being pursued (e.g., cost savings, better control, job creation). It surfaces assumptions (e.g., that internal capacity exists or can be built).
- Identifies Preconditions for Success: Highlights conditions required for successful insourcing (e.g., internal systems, HR capabilities, infrastructure).
- Maps the Change Pathway: Provides a visual and narrative map from outsourcing to full internal service delivery.
- Supports Stakeholder Engagement: Helps align expectations of unions, management, service users, and policymakers.
- Improves Monitoring and Evaluation: Allows tracking of inputs, activities, outputs, outcomes, and impact of insourcing.

3.3.11.3 Benefits of using TOC in insourcing

The benefits of using ToC for Insourcing will be to provides a shared roadmap for implementation, makes risks and assumptions explicit, supports learning and adaptation as insourcing progresses, and enhances accountability and transparency (Clark, 2012).

3.3.12 Choice of theories for this study

The researcher adopted Transaction cost economics, stakeholders, Core Competence and Resource-based theories to understand the phenomenon and explore the insourcing decision-making process. This study examined the insourcing complementary theories by applying these theories to one of the sourcing problems, namely insourcing in Gauteng, for theorisation or proposing a new theory. The approach to do this was the one proposed by Halldórsson *et al.* (2015), namely first motivating further theory development, application of the five theories and concepts on a phenomenon of insourcing and finally, using the theories to explain in more detail aspects of an insourcing concept. Figure 15 below depicts the choices of theories aligned to theories related to the study.

Agency cost theory

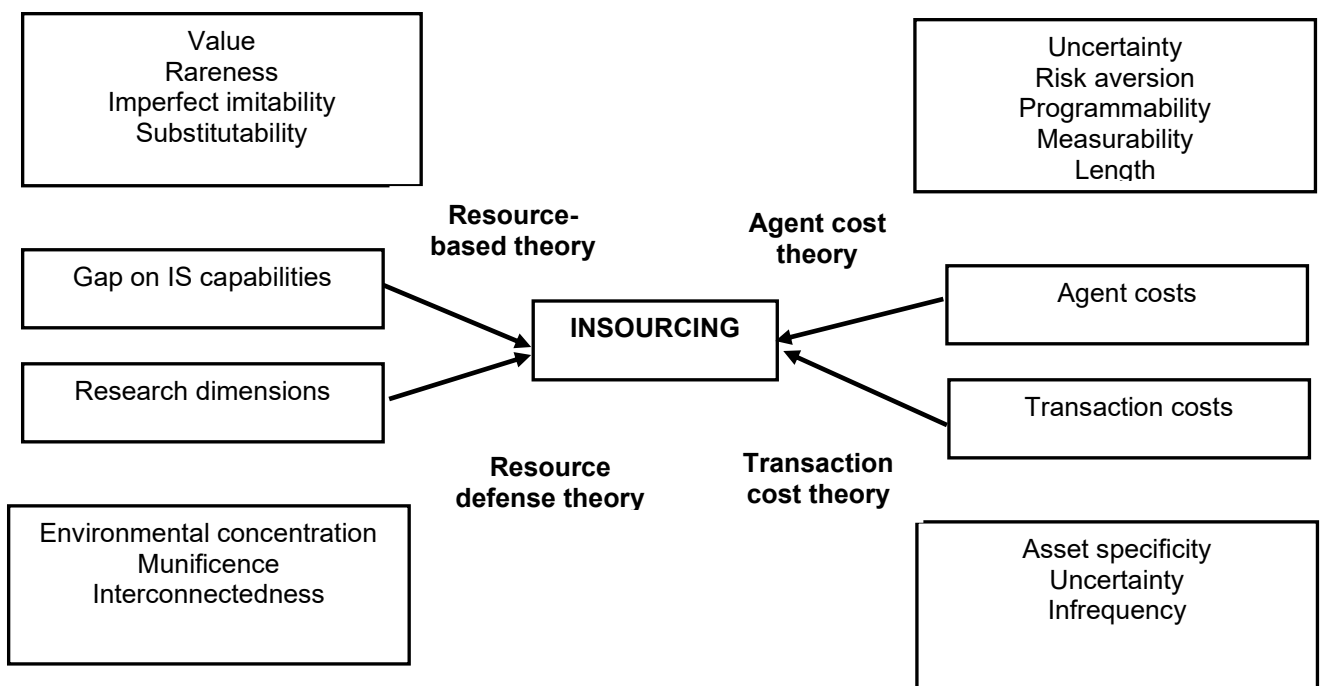


Figure 15: Choice of theories

Source: Halldórsson *et al.* (2015)

3.4 INITIAL CONCEPTUAL FRAMEWORK

There are many theories associated with sourcing, insourcing, and talent management. However, this study does not attempt to review all the theories. Combining these theories resulted in the figure below, which was used in this study. The proposed framework combined all the suitable theories mentioned above to provide the conceptual framework for this study. In summary, the study's objective should be met by applying all the above theories.

Figure 16 depicts the initial conceptual framework aligned to theories related to the study.

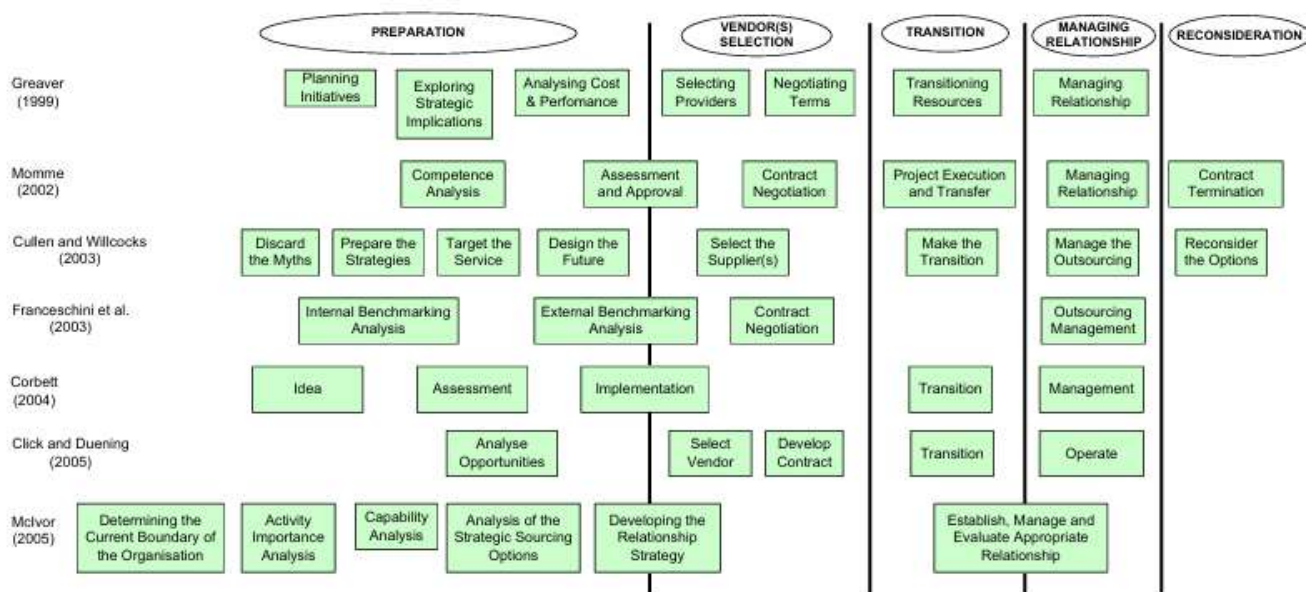


Figure 16: Insourcing talent conceptual framework

The initial mind map recognises that the insourcing process involves pre-engagement, planning, implementation (including talent management) stakeholder management, and evaluation phases, as articulated above. Insourcing is the process of developing and maintaining internal capacity by moving functions previously provided by a third party outside of the organisation (Momme, 2002). Below is the visualisable framework as model:

Legislative insourcing frameworks, Strategic objectives and aligned with NDP outcome 12, and Stakeholder expectations

Layer 2: Enablers

Micro and macro environmental analysis, Resource and capability assessment (RBT), Change Management Readiness

Layer 3: Process.

Pre-engagement, planning, implementation, and post implementation phase (PPIP)

Layer 4: Outcomes: Improved service delivery, enhanced talent retention, cost efficiency, and satisfaction of stakeholders

Figure 17: Insourcing visualisable framework (Source: Own)

3.5 CONCLUSION

The chapter focused mainly on theories associated with the insourcing and their applicability. Among the theories discussed in this chapter is resource-based theory, core-competency theory, transaction cost economics, and stakeholder theory chosen as applicable theories to underpin the study. These theories combined aimed to explain organisational factors relating to developing and implementing an insourcing talent framework in selected departments of Gauteng province in South Africa. The research performed a detailed investigation to gather and explore theories underpinning the study. The insourcing phases in chosen theories are also highlighted. The conceptual framework highlighted in this chapter used the elements and factors identified during the literature and theoretical framework review.

The following chapter discusses the research methodology of the study.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 INTRODUCTION

The purpose of this study was to develop and implement an insourcing talent framework for selected departments in the Gauteng Province of South Africa. The prior two chapters explored applicable theoretical and relevant literature and revealed gaps which need to be closed by this study. This chapter discusses the research design and methodology used for achieving the objectives and aim of this study to address the research objectives and answer all five research questions to resolve the research problem. The chapter comprises the research paradigm, research design, research method, population and unit of analysis, sampling, data collection method, data analysis, validity and reliability, and ethical considerations. Figure 17 demonstrates the research methodology adopted in this study.

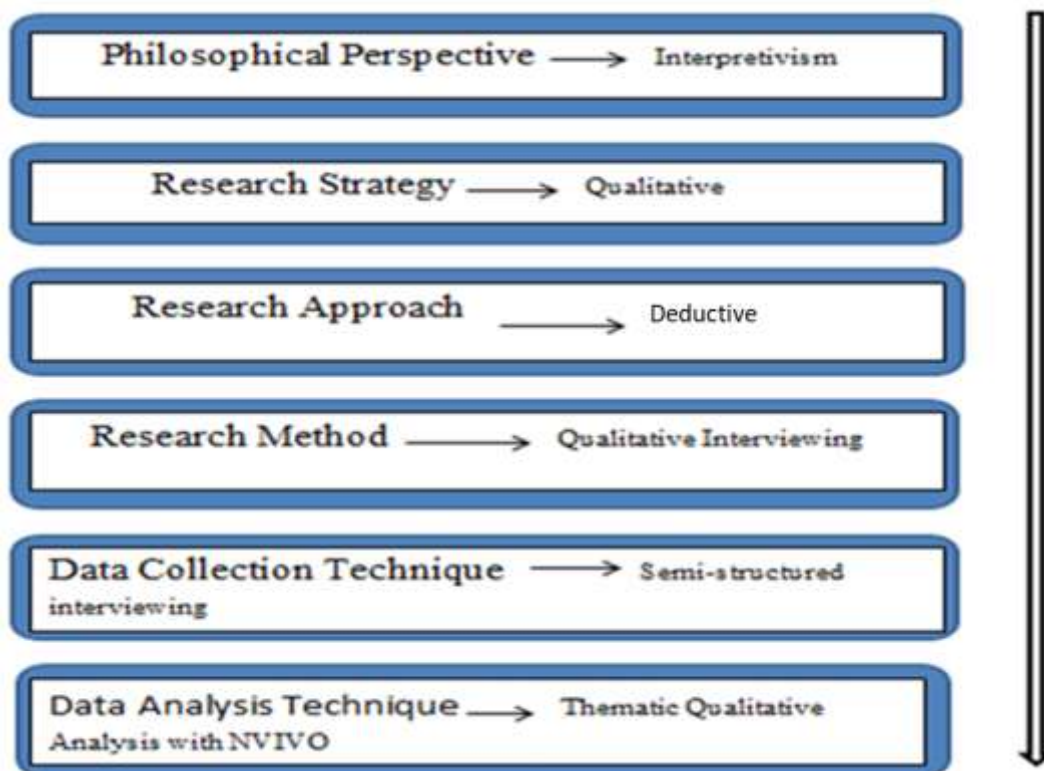


Figure 17: Research methodology Source: Researcher's own

4.2 RESEARCH QUESTIONS

The following are the research questions that forms the core of the study:

4.2.1 Main research questions

This study tries to solve the following question: How can an appropriate insourcing talent framework for the Gauteng provincial government of South Africa be developed and implemented?

4.2.2 Sub-research questions

Sub-questions that formed part of this study:

- What are the current insourcing talent practices at Gauteng Provincial Government selected departments?
- Which macro and micro-level factors are crucial for insourcing talent in the selected department within the Gauteng Province Government?
- Who are the stakeholders, and what roles do they play in insourcing talent within the selected departments in Gauteng Province?
- In what ways should insourcing talent manifest for selected departments in Gauteng Province?
- What constructs will be included in an insourcing talent framework to assist the selected department?

4.3 RESEARCH OPINION

Figure 18 shows the research onion used to guide the methodology in this study.

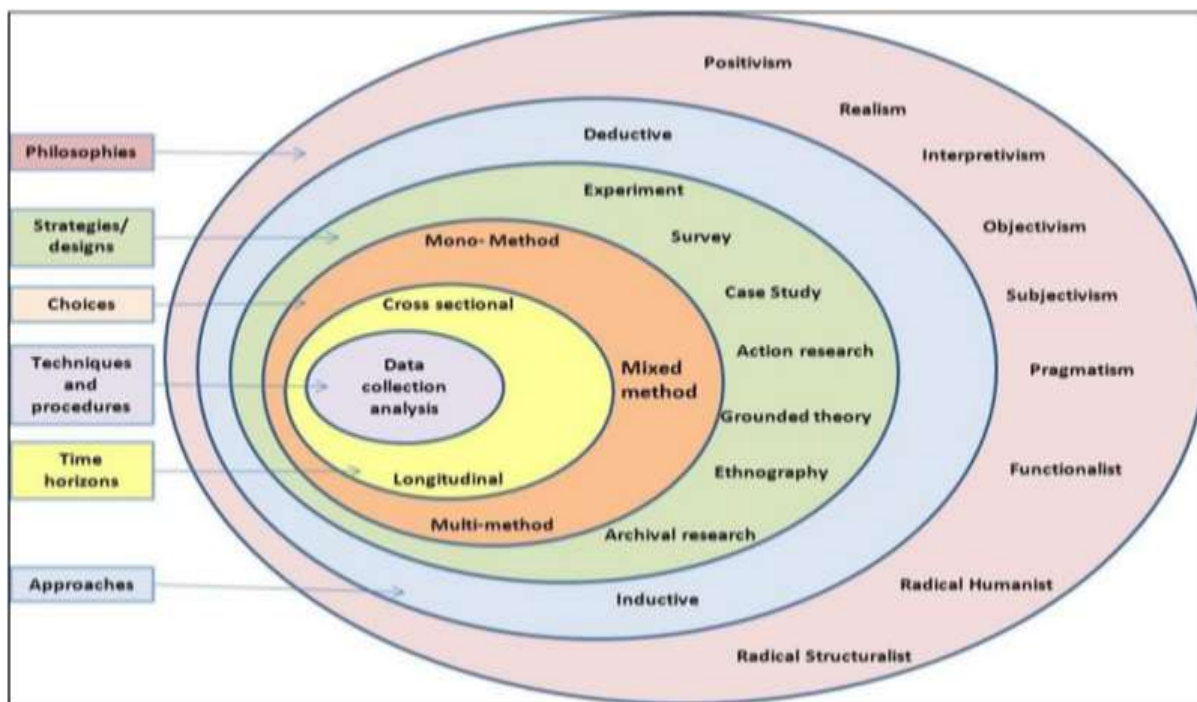


Figure 18: Research Onion

Source: Saunders, 2021

This study followed a generic research process, and the research onion above was adopted. The research onion illustrates the research philosophy, strategy, design, choices, techniques, time horizons, and approaches.

4.4 RESEARCH PHILOSOPHY

The primary and secondary objectives assisted the researcher in choosing an appropriate philosophy. An interpretive research philosophy was found to be appropriate and suitable. This study's aim is aligned with the aim of interpretivism philosophy.

The philosophy was chosen from four established research philosophies: positivism, realism, pragmatism, and interpretivism (Davies & Fisher, 2018). There are many research philosophy definitions, and this study adopted the definitions by Bajpai (2011). Bajpai (2011) stated that research philosophy concerns collecting, processing, and applying phenomenon data. Research is about developing data beliefs (Saunders et al., 2021). Table 8 provides a comparative analysis of four research philosophies and proposes interpretivism as a suitable philosophy.

Table 8: The different research paradigms

Research paradigm		Set of beliefs or philosophical frameworks that guide action on research (Winit-Watjana, 2016:429). Allows various ways of looking at the world and form a foundation for undertaking research (Davies & Fisher, 2018:21).		
Positivism		Interpretivism	Pragmatism	Postpositivism
• Premise on the physiological perspective that says reality exists in the outside world • Employ deductive reasoning • Employ experimental methodology, tests prearranged theories or hypotheses • Uses quantitative research methods • Larger sample sizes		• Physiological view - researcher's experiences and background influences the research objects • Aim to have an in-depth understanding of the context of the events occurring naturally • Employ inductive reasoning • Uses qualitative research methods • Smaller sample sizes	• Avoids any philosophical arguments that cause tension between the positivists and interpretivists • Do not see the world as an absolute unity • Believe that research happens in a variable context • Aim to solve "real world" problems • Prefers mixed methods research in a methodology	• Premised on critical realist ontology -there is a single reality that we cannot certainly know about it • Based on a modified objectivist epistemology • Focuses on clarifying what we experience and understand • Prefers triangulation of approaches to research
This Study		Interpretivism		

Source: Davies & Fisher, 2018

The applicable paradigm for this study is interpretivism. The researcher believes that this philosophy best addresses primary and secondary objectives. The philosophy should assist the researcher in understanding insourcing talent stakeholders' beliefs and realities.

4.4.1 Epistemology

Winit-Watjana (2016) states that epistemology is about proven reality and beliefs. How do we get the knowledge? How do we discover new things? What relationship does the researcher have with the research? Table 9 indicates the subjective and objective epistemological approaches and after comparative analysis, the research is of the view that subjective epistemological approach is best suited for this study. The subjective epistemological approach is about the discovery of information from participants through subjective measures such as interviews, observations, and document reviews (Saunders *et al.*, 2021; Bilau *et al.*, 2018).

Table 9: Epistemological approaches

Epistemology	Is concerned with justified beliefs and knowledge of reality (Winit-Watjana, 2016:429). How do we get the knowledge? How do we discover new thing? What relationship does the researcher have with the research?	
	Objective	Subjective
	• knowledge is discovered through objective measures • The researcher stays far away from the research	• knowledge is discovered through subjective measures • Researcher forms part of the research as they believe that interaction is necessary • The research believes that interaction is necessary
This Study	Subjective epistemology	

Source: Winit-Watjana, 2016

The study adopted a subjective epistemological approach. The researcher believes that this strategy will be useful in exploring the lived realities and beliefs of insourcing talent stakeholders. The features of subjective epistemology are subjective measures, interaction, and engagement with participants (Winit-Watjana, 2016). Interaction with participants from selected departments in Gauteng province was critical to the study.

4.4.2 Ontology

The relativism ontological approach was chosen and applied in this study. The researcher is of the view that views of the selected department should shape the insourcing talent framework based on the current and prior conditions prevailing or facing departments. The ontology was chosen from two known approaches namely realism and relativism (Bilau et al., 2018). Table 10 indicates the realism and relativism ontological approaches, and aftercare consideration, the researcher is of the view that the relativism ontological approach is appropriate for this study. Relativism's ontological approach is about multiple realities

associated with the qualitative study method (Bahari, 2010; Saunders *et al.*, 2021; Bilau *et al.*, 2018).

Table 10: Ontology approaches

Ontology	System of beliefs and assumptions about knowledge development (Saunders <i>et al.</i> , 2016:124). Simply described as the study of being (Ade Bilau <i>et al.</i> , 2018:600)	
	Realism	Relativism
	• The researcher accepts reality is objective • only one truth exists • One true reality that is recognizable, apprehendable and measurable • Reality is predetermined by nature and is independent of consciousness and human cognition • Associated with quantitative research	• Researcher is subjective to reality • Accept the notion of multiple realities • This view is normally held by the interpretivists • Reality influenced by the situation's context such as individual's perceptions and experiences • There is interaction between the researcher and participants • Associated with qualitative research
This Study	Relativism	

Source: Bilau *et al.*, 2018; Ade Bilau & Witt, 2018.

4.4.3 Axiology

The value-laden axiological perspective was adopted for this study as it relates to interpretivism. Axiology mainly focuses on personal values like ethics and aesthetics and concerns researchers' foundation for value judgment. The value-laden axiological perspective was chosen from two established axiological perspectives: value-laden and value-neutral axiology. Table 11 indicates the value-laden and value-neutral axiology, and aftercare consideration, the researcher believes that a value-laden axiological perspective is appropriate for this study. The value-laden axiological perspective approach is about the value notion of unbiasedness (Saunders *et al.*, 2021; Bilau *et al.*, 2018).

Table 11: Value-laden and value-neutral axiology

Axiology	Focuses on personal values such as aesthetics and ethics ,and how they associate with knowledge. It concerns researchers' foundation for value judgment	
Value-neutral		Value-laden
• Relate to positivism • Values have no place in the research process • Researcher should remain emotionally disconnected from the inquiry • Advocate for systematic and standardized investigative methods • <u>In order to control or eliminate any influence the researcher might have on the research process or on participants</u>		• Relate to interpretivism • There is no way of divorcing the researcher's values and lived experiences from the research process • Researcher should not eliminate his or her values • He or she should acknowledge, pronounce and "bracket" them
This Study	Value-laden	

Source: Saunders et al., 2021.

4.4 LOGIC OF INQUIRIES

There are three forms of logic in inquiries or research approaches: deductive, inductive, and abductive (Saunders et al., 2021). The choice must be between the three approaches. The choice of inquiry for this study was qualitative deductive. Table 12 provides a comparative analysis of three research approaches, and the researcher concluded by choosing the deductive approach for this study.

Table 12: Inquiry logic

Logic of inquiry	Connection between theory and research (Awuzie & McDermott, 2017:356)	
Deductive (theory → data)	Inductive (data → theory)	Abductive (data ↔ theory)
• Associated with quantitative research, inclined towards a positivist paradigm • (1) Researcher tests or verifies an existing theory, (2) From the theory, the researcher tests the hypothesis, (3) The researcher describes and put into operation the variables extracted from the theory, (4) An instrument is used to measure the variables <u>in order to obtain a score</u>	• Associated with qualitative research, inclined towards an interpretivist • (1) The researcher gathers information from participants, (2) Through asking open-ended questions and recording field notes, (3) information is analysed to form categories or themes, (4) Themes are then advanced into theories, broad patterns or generalizations, and (5) The information is compared with existing relevant literature or personal experiences	• (1) Observation of the surprising fact, (2) Guessing a preposition that if correct, would explain this fact as a natural, (3) Conditional recognition of the preposition as true, (4) Resulting on the propulsion regarded as grounds for the consequent deduction which will further be observed through induction. • The surprises from induction can trigger new abductive conclusion and so forth
This Study	Inductive approach	

Source: Awuzie and McDermott, (2017).

4.5 PURPOSE OF THE INQUIRY

The purpose of this study inquiry is explorative. The researcher believes that the purpose of this study, which is about developing and implementing an insourcing talent framework in selected departments in Gauteng province, will be articulated through explorative inquiry. Table 13 provides a comparative analysis of the four purposes of the inquiry, and the researcher concluded that explorative inquiry is appropriate for this study. There are four purposes of research inquiries, namely evaluative, descriptive, explorative, and explanatory inquiry (Bryman & Bell, 2011)

Table 13: Purpose of the inquiry

Purpose of the inquiry		Articulate the purpose(s) of the research study (Strydom, 2013:149)		
Explorative		Descriptive	Explanatory	Evaluative
- Aim to discover what is happening and gain insights about a particular phenomenon of interest - Ask open-ended questions - "How" or "What" - Conducted through in-depth interviews, literature search, focus group - Flexible, follows un-structured research process		- Concerns about gaining an in-depth profile of persons, events or situations - aim to gain a more compact description of the phenomenon and their deeper meaning by describing the setting 'What', 'Who', 'When', 'Where' or "how" - rigid, follows a structured research process	- Aim to explain why the phenomenon occurs - predict future similar events or behaviour - To build theory - establishes relationships between variables 'How', 'What' or 'Why'	- Concerns about finding out how well something works - Incorporates the components of descriptive, exploratory and explanatory purposes 'What' or 'How'
This Study		Explorative		

Source: Strydom, 2013

4.6 RESEARCH APPROACH/METHOD

According to Szyika (2012), research must be guided by a systematic research method. There are two established research methods, namely quantitative and qualitative. The qualitative research method is non-numerical, and quantitative research is numerical (Saunders *et al.*, 2021). The research method adopted in this study is the qualitative method. The researcher believes this study's objective will be best served by this method as the study focuses on investigating the lived experiences of insourcing talent stakeholders.

Table 14 provides a comparative analysis of three research methods, and the researcher concluded that the qualitative research method is appropriate for this study.

Table 14: Comparative analysis of three research methods

Research method	Systematic plan for conducting research. The researcher's choice of method is dictated by the principle of the research question or that of context (Szyjka, 2012:111).	
Quantitative	Qualitative	Mixed
• Data collection is standardized • Researcher is independent of the research • Research questions are expressed clearly • Uses probability sampling techniques • Use of numerical data • May use of a single data collection techniques or multiple data collection techniques	• Data collection is non-standardized • Research process is interactive and naturalistic • Uses non-probability sampling techniques • Non-numerical data • May use a single data collection techniques or multiple data collection techniques	• Qualitative and quantitative techniques are combined • Various research designs are used: Concurrent mixed method research, Sequential mixed method research, Sequential exploratory method research, Sequential explanatory method research and Sequential multi-phase method research
This Study	Qualitative	

Source: Szyjka, (2012); Saunders *et al.*, (2021); Saunders & Townsend, (2016)

4.7 RESEARCH STRATEGY

A case study was adopted as a research strategy. The researcher believes that multiple case studies of five departments in Gauteng Province assisted in achieving the research aim and objective. Research inquiries have four purposes: 1) phenomenology, 2) grounded theory, 3) case study, and 4) ethnography (Saunders et al., 2021; Bryman & Bell, 2011). Table 15 describes four research strategies, and the researcher concluded that a case study strategy was adopted for this study.

Table 15: Research strategy

Research strategy		A plan of action to achieve a goal. Outlines how a researcher is going to answer his or her research question (Saunders <i>et al.</i> , 2021).	
Phenomenology	Grounded theory	Case study	Ethnography
- Assists researchers to explore and comprehend the everyday experiences without the prior knowledge of those experiences - Complex research methodology for understanding in-depth the phenomenon of interest - Fragment of interpretive paradigm - Has many perspectives but major- descriptive and interpretive (hermeneutic) phenomenology	- Can be used to integrate methodology and method - Permitting key concepts and theory to arise out of data - Emphasizes theory development - Uses numerous stages of gathering, sanitizing and sorting the data - Have an inherent potential for bias	- Explores a real-life case or cases over a period of time - Through in-depth data collection comprising numerous sources of facts and case descriptions - Objective is to learn more about a poorly understood or <u>little known</u> situation - Defined by unit of analysis - Other strategies can be used in combination with the case study	- Studies the social world or the culture of a group - objective is to study a group of people who share the same space and interact with one another within a particular context - Several strategies: realist, interpretive and critical ethnography
This Study	Multiple case study		

Source: Saunders *et al.* 2016; Saunders *et al.*,2021

4.9 RESEARCH DESIGN AND PROCESS

This section discusses research design and process.

4.9.1 Unit of Analysis

The research focused on insourcing talent in the selected Gauteng provincial departments. Therefore, the department as an organisation was the unit of analysis. According to Khan (2014), a unit of analysis is an organisation, event, individual, or text being analysed or investigated.

4.9.2 Target Population

The case study population comprised provincial government departments belonging to the Gauteng provincial government. The study population entails all departments, excluding entities and departments in the province. Guest *et al.* (2013) define research populations as a universe or whole group of elements from which a researcher would like to study or select a sample. Black *et al.* (2002) and Rhodes (2016) state that population affect the sampling method and size. The targeted population in this study were eleven provincial departments in the province, namely Health; Education; Social Development; Roads and Transport;

Infrastructure Development; Premier; Treasury; Agriculture and Rural Development; Economic Development; e-Government; and Cogta, Sport, Arts, Culture and Recreation.

4.9.3 Sampling method and size

This section describes both the sampling method and size for this study.

4.9.3.1 Sampling method

The sampling method adopted for this is purposive non-probability sampling. Non-probability sampling consists of four methods: convenience, purposive, snowballing, and quota (Taherdoost, 2016; Saunders et al., 2021). Table 16 provides a comparative analysis of the four non-probability sampling methods, and the researcher concluded that the purposive sampling method is appropriate for this study.

Table 16: Non-probability sampling

Non-probability sampling		Sampling approach in which persons or entities are not chosen at random for participation. Often employed in qualitative research(Saunders <i>et al.</i> , 2021).		
Convenience		Purposive	Snowballing	Quota
- this strategy entails picking individuals or entities who are easily accessible to the researcher. - Convenience sampling is frequently employed due to its accessibility and convenience; however, it may create bias because it may not adequately represent the total population.		- purposive sampling involves selecting individuals or entities based on specified qualities or criteria relevant to the research subject. - The researcher deliberately chooses volunteers who have the necessary attributes or skills.	- snowball sampling is selecting a small number of people who match the research criteria and then requesting them to recommend other possible participants. - When the target demographic is difficult to contact or identify, this strategy is frequently used.	- quota sampling entails selecting individuals based on pre-defined quotas to guarantee that the sample accurately represents the population. - Quotas are established by the researcher based on certain characteristics such as age, gender or employment.
This Study	Purposive			

Source: Taherdoost, 2016.

4.9.3.2 Sample Size

Sample sizes applicable to this study are now discussed.

4.9.3.2.1 Targeted departments

Five departments were selected for this study. The departments that are most affected by insourcing are the biggest, have the highest budgets, and are service delivery departments. The five departments were prepared to avail staff for interviews and were freely willing to participate and share information related to the study. The departments selected were those responsible for infrastructure, social and health services using the purposive sampling method. Excluded from targeted populations were entities, national departments in the province, and departments in the province

4.9.3.2.2 Respondents within the targeted departments

The participants of this study were heads of Departments, Members of Executive Councils, departmental officials, external auditors, audit committees, and other insourcing stakeholders. The basis of the selection was that they have sufficient knowledge of insourcing within the public sector. Excluded from the sample were interns, data before 1994, and politicians except MEC. Table 17 depicts the sample selected.

Table 17: Population

	Estimated population	Number
Director-General	1	1
Head of Department	5	3
Officials	40	16
Insourcing experts	6	4
Total	52	24

Twenty-four participants were interviewed and participated freely. The sample is considered sufficient; Ritchie *et al.* (2013) suggested that a sample of less than 50 for qualitative studies is reasonable. The inclusion criteria are defined as those stakeholders participating in insourcing talent at selected departments and exclusion criteria related to junior staff and politicians.

4.9.4 Data collection

The data collection method used was semi-structured interviews with 24 participants from the selected departments in Gauteng province. The secondary data collection method was document review. The documentation reviewed included annual reports, published audit reports, and policies.

The semi-structured interviews and documentation review were selected as data collection methods from three qualitative data collection methods: interviews, observations, experiments, and document reviews (Creswell, 2007; Mouton & Marais, 1998). Table 18 depicts a summary of data methods applicable to a qualitative study.

Table 18: Collection of data method

Method	Overall purpose	Advantages	Challenge
interviews	Used to understand someone's impression or expression about the municipal PMOs	• Get full range or depth of information • Develop relationship with the client	• Can be time consuming • Can be difficult to analyse and compare
Documentation review	Used to get impression of how the programme operates	• Comprehensive and historical information	• Can be confusing if not clear about what one is looking for. • Information may be incomplete
Observations	Provide an insight and understanding of the situation	• Inexpensive to administer	• May take longer time and requires the researcher to be physically on site

Source: Saunders et al. (2021)

4.9.4.1 Semi structured interviews

This section deals with semi-structured interviews, including explanations and reasons for choosing semi-structured interviews as an appropriate data collection method for this study. There are several data collection methods applicable to qualitative research, namely observation of participant, interviews and documentation examination (Mouton & Marais 1988). The author chose semi-structured interviews for the following reasons (Smith, 1995; Denzin & Lincoln; 2005; Steyn 1998; Wagner *et al.*, 2019; Buchanan & Bryman, 2009):

- The method is flexible and can be adapted with ease during the course of interview.
- Assists the researcher to gain understanding of the research problem from the participants' perspective.
- Researcher is able to interact with selected participants directly
- Inherent to semi-structured interviews is that researchers can ask follow-up questions for clarity and detailed explanation.
- The method allows the participants to share their experiences without being pressurised.

In this research, semi structured interviews, using an interview schedule, were conducted with participants from the selected departments in the Gauteng province. Included in Annexure A is a sample of questions used to guide the interviews with the participants. Interviews with participants lasted between 30 and 40 minutes and took place in the selected departments' offices agreed upon. Venues were selected to ensure a conducive environment for free participation. The semi-structured interviews data collection method was considered as an appropriate data collection method to obtain an understanding for the perspectives of the participants before attempting to develop a framework. The participants interviewed were those charged with insourcing talent in the selected departments and are directly involved with insourcing talent.

4.9.5 Data collection instruments

A researcher-developed interview guide covered five research questions and five themes. The research instruments were used as primary data collection instruments, and all interviews were conducted using one medium of instruction (English). Appendix E contains the interview guide for this study.

4.9.6 Data coding and analysis

Thematic data analysis was performed using the deductive approach. The data collected was organised and scrutinised before analysis. A seven-step theme analysis process was followed (Kiger & Varpio, 2020; Qutoshi, 2018; Leavy, 2017). Figure 19 indicates the procedures followed during data analysis and reporting.

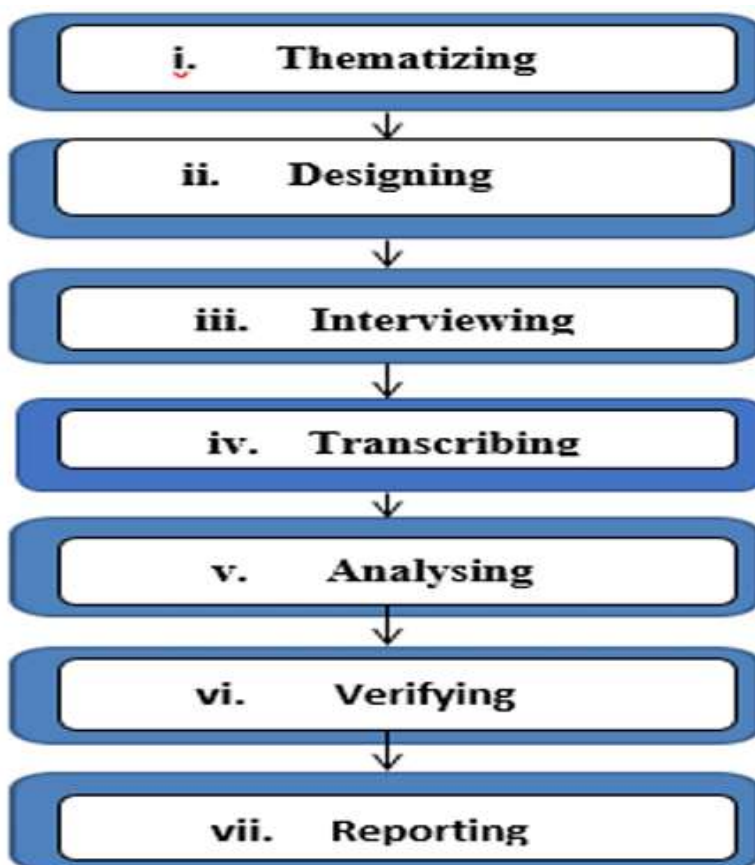


Figure 19: Seven steps data analysis procedures

Source: Kvale, 1996

A six steps thematic analysis was followed in this study, namely, familiarisation of data (data exploration, cleaning, documentation, and translation), coding of data, generating theme and review, and theme definition and naming and writing up data (Marshall & Rossman, 2018; Creswell & Creswell, 2018; Braun & Clarke, 2019). NVIVO program, which is a data analysis software, was used to analyse and examine themes, sub-themes, and categories. Table 19 details the activities followed. (Marshall & Rossman, 2018; Creswell & Creswell, 2018; Braun & Clarke, 2019).

Table 19: Data analysis steps

Steps	Activities
Step 1-Data familiarisation	For familiarisation purposes, the research read and revisited the data collected.
Step 2-Code generation	Labels were identified and organised for theme development and further analysis.
Step 3-Theme development	Generic and key patterns were identified against the codes generated and were validated against raw data collected
Step 4- Theme review	For compatibility, themes were unpacked and informed by raw data collected.
Step 5-Theme name and definition	Themes were defined and named according to the purpose and scope of the study.
Step 6- Write up	Themes, sub-themes, and categories were organised and packaged for discussion in Chapters 5 and 6, referencing literature and a theoretical review.

Source: Graneheim and Lundman, 2004; Courtemanche, 2017.

4.10 TRUSTWORTHINESS PRINCIPLES

Trustworthiness aspects observed in this study are credibility, transferability, dependability, and confirmability. Table 20 indicates trustworthiness activities applied.

Table 20: Trustworthiness

Trustworthiness Division	Positivist Similarity	Definition	Application
Dependability	Reliability	Sense of stability	Coding and pattern analysis
Credibility	Internal validity	Isomorphism of research findings with reality	Data
Transferability	External validity	Generalizability of research findings	Results
Confirmability Source: (Graneheim and Lundman, 2004); Lincoln and Guba, 1985)	Presentation Source: (Graneheim and Lundman, 2004); Lincoln and Guba, 1985)	Neutral observation Source: Guba and Lincoln (1994)	Inquirer's minimized bias Source: Patton (2002)

Source: Corbin and Strauss, (1990)

4.11 ETHICAL CONSIDERATIONS

This section discusses ethical considerations applicable to this study.

4.11.1 Data collection

The researcher waited for research ethics approval before starting with data collection.

4.11.2 Informed consent

The researcher informed the participants of their rights, including the right not to participate, and explained the study's purpose and nature. All the participants voluntarily signed the consent forms.

4.11.3 Ensuring no harm or risk to participants

Only experienced adults performed in this study; all participants were not threatened, pressured, intimidated or threatene.

4.11.4 Confidentiality and anonymity

The raw data collected was stored in the cloud for safekeeping. Researchers with a unique user ID and password can access the file.

4.11.5 Permission attainment

The Director-General of the provinces gave written approval of this study (see Annexure)

4.11.6 Deception

The researcher provided comprehensive information about the study to assist the participants in understanding what the study was about. The activity allowed the researcher to provide explanations and clarity to the participant to mitigate the risk of misunderstanding.

4.11.7 Reliability

Data was checked and benchmarked against literature review, reports review and documents review results.

4.12 LIMITATIONS OF THE STUDY

The sample is sufficient for this qualitative study since all the stakeholders were represented, and the participants are assumed to have deep knowledge and information about the subject matter. As a result, their submission would be well-informed. However, the findings and recommendations cannot be generalised to other sectors within Gauteng Province or other Provinces in South Africa. The choice of a sample of participants to interview was delimited to those senior directors, if they have a deep insight into insourcing, and their seniority in terms of position makes them a likely credible source.

Another key limitation of this study might be the unwillingness of participants to share sensitive or classified data linked to insourcing. To address this limitation, audited reports and reports from regulators like the Provincial and National Treasury were requested directly from third parties, not the participants.

4.13 ELIMINATION OF BIAS

To mitigate against bias, the researcher used English as the first language, avoided stereotypes, and used demographics relevant to the study. The researcher treated all participants equally and was not influenced by his religious or political beliefs. This is in line with Snyder's (2019) recommendations that all studies must guard against biases like the use of language, gender or ethnic differences.

4.14 CONCLUSION

Chapter four describes the research methodology adopted and followed during the study. The methodology aspects covered in this chapter include research philosophy, research paradigm, research method, research rigour or validation, the purpose of inquiry, ethics, and research strategy adopted by the study. Through the research design and process associated with qualitative research method unit of analysis, target population and sampling, data collection and data analysis were presented and motivated. The study adopted an interpretive qualitative research method utilising semi-structured interviews with 24 participants as the primary data collection method. The semi-structured interviews were guided by a self-developed interview guide to ensure that research objectives and questions were met. A deductive approach was adopted to empirically investigate insourcing talent in Chapters One, Two and Three of a selected department.

The next chapter will present the findings from the participant interviews.

CHAPTER FIVE

PRESENTATION OF RESULTS

5.1 INTRODUCTION

The previous chapter, Chapter 4, focused on the research methodology, which includes the research philosophy, paradigm, design, population, sampling method and size, and collection method, together with ethical considerations. This chapter highlights the significant research findings from the thematic analysis to answer the research questions. Transcribed semi-structured interviews were analysed thematically. Five themes were discovered, emerged from qualitative data collected, and aligned to the initial themes preconceived by researched and applicable theories. The approach used was deductive, which helped identify the themes, sub-themes, and categories. The findings are presented as themes, sub-themes and categories that respond to all the subsidiary or secondary research questions. The chapter deals with biographical information of participants. Codes are identified and grouped into themes, sub-themes and categories. The chapter ends by providing a summary of the results.

This chapter is divided into twenty-four sections: after the introduction, section 5.3 presents the biographical information, Section 5.4 provides an overview of questions and themes, Section 5.5 discusses the findings, and Section 5.6 concludes.

5.2 RESEARCH QUESTIONS

The following are the research questions that forms the core of the study.

5.2.1 Main research questions

This study tries to find a solution to the following question: How can an appropriate insourcing talent framework for the Gauteng provincial government of South Africa be developed and implemented?

5.2.2 Sub-research questions

Sub-questions that formed part of this study:

- What are the current insourcing talent practices at Gauteng Provincial Government selected departments?
- Which macro and micro level factors are crucial for insourcing talent in the selected department within the Gauteng Province Government?
- Who are the stakeholders, and what are their roles in insourcing talent within the selected departments in Gauteng Province?
- In what ways should insourcing talent manifest for selected departments in Gauteng Province?
- What constructs should be included in an insourcing talent framework that will assist the selected department in insourcing talent?

5.3 BIOGRAPHICAL DATA

This section discusses the demographics of the participants and the response rate. The researcher conducted qualitative semi-structured interviews with twenty-four participants. The participants provided valuable insights, and their wealth of varying experiences became evident during the interview sessions. The interviews were voluntary, and all participants were allocated codes to safeguard their anonymity.

5.3.1 Demographics of the participant

The researcher interviewed 24 participants whose profiles are indicated in Table 21. Six were from social cluster departments, 24 participants were from infrastructure cluster departments. Two came from transport cluster departments, and three were from economic culture departments. 14 of the 24 participants identified as male, while 10 participants identified as female. Six participants had more than 10 years of experience, and fewer were between the related experience of five and nine. Lastly, four were in middle management, whilst fifteen were senior participants. Those who are lower than middle management and have less than five years of experience were excluded as they were considered not to have adequate experience and knowledge of the subject matter due to either positions or years of experience. As mentioned in the prior chapter, the participants were provided codes to gather anonymity. Table 21 represents the demographics of the participants.

Table 21: Demographics of the participants

Participants	Code	Gender	Position	Experience	Cluster
Participant 01	P1	Male	Senior Management	9	Social culture
Participant 2	P2	Male	Middle Management	15	Social culture
Participant 3	P3	Male	Middle Management	7	Social culture
Participant 4	P4	Male	Middle Management	10	Social culture
Participant 5	P5	Male	Middle Management	8	Social culture
Participant 6	P6	Male	Middle Management	14	Infrastructure cluster
Participant 7	P7	Male	Middle Management	20	Infrastructure cluster
Participant 8	P8	Female	Middle Management	16	Infrastructure cluster
Participant 9	P9	Female	Senior Management	13	Infrastructure cluster
Participant 10	P10	Female	Middle Management	6	Infrastructure cluster
Participant 11	P11	Female	Senior Management	12	Infrastructure cluster
Participant 12	P12	Female	Middle Management	10	Infrastructure cluster
Participant 13	P13	Female	Senior Management	7	Infrastructure cluster
Participant 14	P14	Female	Middle Management	8	Economic cluster
Participant 15	P15	Male	Senior Management	5	Economic cluster
Participant 16	P16	Male	Senior Management	13	Transport cluster
Participant 17	D1	Male	Executive	8	Economic development
Participant 18	D2	Male	Executive	13	Economic development
Participant 19	PT1	Female	Senior Management	7	Treasury
Participant 20	OOP1	Female	Senior Management	3	Office of the Premier
Participant 21	PSC 1	Male	Senior Management	4	Public Service Commission
Participant 22	DPSC 1	Male	Senior Management	5	DPSC
Participant 23	GPL1	Female	Senior Management	16	Gauteng Provincial Legislature
Participant 24	AG1	Female	Senior Management	3	Audit-General of SA

Source: own compilation

The 24 specialists with fiduciary responsibilities are those charged with governance of insourcing and providing technical and material support to public sector institutions implementing an insourcing program. Participants 19 and 20 are senior management personnel at the Department of Trade and Industry with over a combined 21 years of experience.

Participants 21, 22, 23, and 24 are senior management officials at the provincial treasury, the office of the premier, and the Public Service Commission. The provincial Treasury treasury's role in insourcing talent is to provide financial support and advice (Republic of South Africa, 1999). Participant 21 works for DPSA and has 7 years of experience. Participant 224 works for the Office of the Premier (OtP) and has three years of experience.

Participant 24 works for the Public Service Commission (PSC) and has 4 years of experience. PSC is responsible for approving the organisational structure, which is relevant for this study since the organisation must cater to insourcing talent. Participant 6 works for DPSA and has 5 years of experience. Participant 24 7 works for Gauteng Legislature (GPL) and has 16 years of experience. Participant 8 works for AGSA and has 4 years of experience. All the participants were given unique codes for ease of reference and anonymity.

5.3.2 Participants' years of experience

Table 22: Years of experience of participants

Years of Experience	2-5 Years	6-10 years	11-15 years	16 years
Number of years in current position	2	4	5	5
Years in organisation	3	4	3	6
Years in the sector	3	12	3	6

Source: Own

The table above indicates that three participants have 2-5 years of in the sector, twelve have 6-to10 years of experience, and nine participants have more than 10 years of experience.

5.3 THEORIES AS ANALYTICAL LENSES

Transaction cost theory complements resource-based and theory of competency, providing additional details for developing an insourcing talent framework.

5.4 CODING OF DATA INTO THEMES, SUB-THEMES AND CATEGORIES

This section deals with themes, subthemes, and categories. The study themes generated are synonymous with the research objective and questions. The data coding into themes, subthemes, and categories that were identified is detailed in the table below.

Table 23: Data coding into themes, subthemes and categories.

Theme 1: Insourcing Talent Framework		
Research question	Sub-themes	Category
What are the current insourcing talent practices?	1.1 Current practices	1.1.1 Current insourcing practices 1.1.2 Opinions of insourcing
	1.2 Insourcing talent framework	1.2.1 Framework 1.2.2 Framework development 1.2.3 Scope of framework
Theme 2: Macro and Micro insourcing talent factors		
Research question	Sub-themes	Category
Which macro and micro level factors are crucial for insourcing talent in the selected department within the	2.1 Micro-level factors	2.1.1 Financial/Economic factors 2.1.2 Talent Management 2.1.3 Project Management 2.1.4 Institutional factors

Gauteng Province Government?		
	2.2 Macro-level	2.2.1 Political factors 2.2.2 Stakeholder Participation 2.2.3 Performance Management 2.2.4 Technological factors
Theme 3: Insourcing talent stakeholders and their roles		
Who are the stakeholders and their roles in insourcing talent within the selected departments in Gauteng Province?	3.1 External stakeholders	3.1.1 Assurance provider 3.1.2 Governance structures 3.1.3 Supporting departments 3.1.4 Suppliers/external service providers
	3.2 Internal stakeholders	3.2.1 Assurance providers 3.2.2 Governance structures 3.2.3 Management 3.2.4 Employees
Theme 4: Insourcing Talent Implementation Strategies		
Research question	Sub-themes	Category
In what ways should insourcing talent be manifested for selected departments in Gauteng Province?	4.1 Plan of implementation	4.1.1 Change Readiness Assessment 4.1.2 Define implementation strategy/plan/SOP
	4.2 Manage implementation	4.2.1 Implementation Approach 4.2.2. Project Risk Management
	4.3 Re-inforce implementation	4.3.1 Monitoring and Reporting 4.3.2 Awareness
Theme 5: Insourcing talent process		
Research question	Sub-themes	Category

What constructs are to be included in an insourcing talent framework that will assist the selected department to insourcing talent?	5.1 Initiation phase	5.1.1 Motivation for insourcing 5.1.2 Due diligence/need assessment 5.1.3 Informing all stakeholders(Communication) 5.1.4 Financial viability assessment (Cost benefit analysis)
	5.2 Planning phase	5.2.1 Insourcing talent plan (including strategy) 5.2.2 Establishment of workstreams/Allocation of responsibilities
	5.3 Execution phases	5.3.1 Staff placement 5.3.2 Government operations continuity
	5.4 After-phase	5.4.1 Stakeholder Management 5.4.2 Knowledge Management 5.4.3 Reconsideration

Source: Own

The following sessions provided detailed discussions of the participants' responses regarding different themes, subthemes, and categories. The discussions of findings started with findings aligned with theme one and ended with theme five.

5.5 DISCUSSION OF FINDINGS

This section presents the outcomes of semi-structured interviews conducted with 24 participants from selected departments. The sections below present thematic and content analysis of qualitative data in narrative form. Themes were identified from the raw data gathered, informed by the associated literature and theories. These themes were divided into sub-themes and categories.

5.5.1 What are the current insourcing talent practices at Gauteng Provincial Government selected departments?

Table 24 provides questions, sub-themes, and categories related to research question one. The interview questions required the research participants to describe the current and existing insourcing talent practices at Gauteng Provincial Government selected departments.

Table 24: Summary of Theme 1: Insourcing Talent Framework

Theme 1: Insourcing Talent Framework	
Research Question: What are the current insourcing talent practices at Gauteng Provincial Government selected departments?	
Sub-themes	Categories
1.1 Current practices	1.1.1 Current insourcing practices 1.1.2 Opinions of insourcing
1.2 Insourcing talent framework	1.2.1 Availability of insourcing talent framework 1.2.2 Development of framework 1.2.3 Scope of the framework

Source: Author's own

5.5.1.1 Theme 1: Insourcing talent framework

This theme relates to current and existing insourcing practices and frameworks. An insourcing framework refers to policies, strategies, plans, and procedures developed, adopted and implemented to support the insourcing talent process from beginning to end (Whiting et al., 2018). The framework demonstrates that the department's approach to insourcing is defined and well-planned (Dafir & Gajjala, 2016). The Merriam-Webster Dictionary (2021) defines framework as a "basic conceptual structure" while the Oxford Dictionary (2021) defines framework as a "basic structure underlying a system, concept, or text." Yusof and Aspinwall (2020) defines framework as a "prescriptive set of things to do".

According to the researcher, a framework is a guideline for implementation of insourcing. Insourcing refers to utilisation of the selected departments' own official to deliver or render service instead of making use of external service providers to render services (own).

This section discusses theme one, the insourcing talent framework. The theme covers two sub-themes, current practices and a framework emerging from the findings, which are discussed below together with related or corresponding categories.

5.5.1.1. Subtheme 1.1 Current insourcing talent practices

This subtheme relates to insourcing talent status as the time of this study. The sub-themes were categorised into the extent of insourcing and opinions of insourcing talent in the selected departments. Most participants reported that their departments outsource all support services except Information Technology (IT) services. According to Office of the Premier, (2022), approximately R100 billion is spent on contracted services in the province. The expenditure related to engineering, construction, gardening, cleaning, catering, and cleaning is outsourcing. The reasons cited by the participants for not insourcing catering, engineering, cleaning and security services were lack of framework, lack of budgets, political factors, and capability to enable insourcing.

Category 1.1.1 Current insourcing practices

Unsurprisingly, all the participants indicated that in their departments, Information Communication Technology (ICT) services are fully insourced, and the other support services such as catering, professional, cleaning and security services were not insourced despite being aware that insourcing talent policy directive by Office of the Premier. A similar study conducted in Uganda found that all hospitals in that country are outsourcing all the health care services to patients, including nursing services, at considerably high costs (Mujasi, 2016). Yigit *et al.* (2007) found that more than 80% of public hospitals in Turkey have outsourced all their support service. Israel and Taiwan are on the same arrangement as over 90% of their healthcare services are not insourced but rather outsourced (Hsiao *et al.*, 2009; Rahimi *et al.*, 2011).

The following quotes relate to current practices of insourcing talent:

Participant 1 said: *“Security, catering and cleaning services in our department is outsourced. This should be revisited for the department to achieve its APP targets”.*

Participant 3 said: *“Professional services such as engineering and specialised services are performed by outsiders and these arrangements are very costly and being abused.”*

As Participant 7 responded as follows the current insourcing practices in the department: *“Well our department, currently outsource almost 100% of consulting and professional services with the exception of ICT services. ICT services with assistance of SITA were insourced during year 1999/2000 to curb cost escalation.”*

As Participant 11 further mentioned that: *“The former MEC pushed ahead with insourcing of ICT services in her first term, with current MEC the momentum has slowed down. ICT services insourcing has been a success in my view and I regard the move as one of the success stories of ex-MEC”.*

In summary, 24 participants interviewed (100%) indicated that the selected department is currently insourcing ICT services only, and most of the other services (such as professional, construction, accounting, catering, cleaning and services) are outsourced. The reasons for the low take-up or non-implementation vary as indicated by participants, ranging from cost and financial related to political, structural, and policy uncertainty. The implications of the high magnitude of the high number of contracted services above the National Treasury threshold of 25% of total expenditure (Provincial Treasury) (PT), 2022). According to the National Treasury (2022), the department was expected to spend less than 25% on insourced services, often referred to as contracted services. The outsourced services have attracted a negative audit opinion as all the selected departments received a qualified audit opinion emphasising matters related to the high amount of consulting services (Auditor-General South Africa (AGSA), 2023). Public Service Commission (2022) and Department of Public Service and Administration (2022) annual reports tabled in 2023, flagged the provincial departments with more than acceptable employee compensation.

Category 1.1.2 Opinions of insourcing

All department participants are of the opinion that insourcing talent if properly implemented, can help departments reduce financial costs, enable them to focus on their core mandate and services, and improve their service delivery performance. Access to services will also be enhanced through insourcing (Mujasi, 2016).

Participant 15 said: *“Since IT insourcing, the department has experience material costs savings which resulted in department shifting funds to service deliver program. I think if the department could also follow with insourcing of other security, cleaning, catering, and other professional services more financial services could be realised”*.

Participant 16 said: *“It is far more cheaper to recruit our own staff as government salaries are well regulated whilst in private sector there is no such”*.

Participant 4 said: *“Insourcing can improve quality of services as department will be in charge of insourced services”*.

Participant 5 said: *“For almost all outsourced services, the department must have a resource or Two to supervise or manage the outsourced services contract which amount to duplication of functions”*.

It is clear from responses that insourcing should allow the department to concentrate on the strategic direction and core mandate of the department. Some of the functions that could be insourced and currently outsourced are part of the core mandate of the department, such as professional services for departments like health, social development, and infrastructure development. All the participants expressed their willingness and intention to outsource one or more support services in the future on condition that support is received from all the stakeholders, such as the legislature, treasury, Department of Public Services and Administration (DPSA), and others. Participants also alluded to insourcing drawbacks, namely increasing employee cost expenditure already the participants also indicated some drawbacks of outsourcing and minimal increase in administrative cost. According to National Treasury (2019), departments can only spend 35% on compensation of employees (COE). COE refers to salaries and wages paid or payable to employees in line with employment contract (own)

5.5.1.1.1 Sub-theme 1.2: Insourcing talent framework

An insourcing talent framework is crucial for the success of insourcing talent-selected departments as the framework provides guidelines for insourcing talent decisions and implementation (Yusof & Aspinwall, 2020). In this report, the supreme audit institution in South Africa, AGSA, flagged a lack of internal control (which includes a lack of framework) as one of the root causes of increasing costs related to outsourcing professional services (AGSA, 2023). The notion was emphasised by all the participants who were interviewed in this study. Most of the participants bemoaned the absence of an insourcing talent framework

tailor-made for selected departments and called for its development. This section is broken into four categories: availability of insourcing talent framework, availability of legal framework, development and scope of insourcing talent framework, which emerged from the findings.

Category 1.2.1 Availability of insourcing talent framework

Frameworks are becoming increasingly relevant for departments because of the expectations and demands to satisfy all stakeholders and improve business performance (Mujasi, 2016). When applied effectively, these frameworks provide a methodical technique to review product quality and improve organisational performance by consistently identifying. The main reason for the non-implementation of insourcing talent in the selected departments, given by all participants, was the lack of a clear framework to guide the departments in implementing insourcing talent in the province.

Based on the participants' responses, the selected departments are not hostile to implementing most of the services. However, the challenge is the lack of clarity and direction on which insourcing talent framework can address this challenge (Yusof & Aspinwall, 2020). Common sense or lack of reliance on legal prescripts should be discouraged as this may result in inconsistencies. A harmonisation process should be implemented. Participants had positive opinions regarding insourcing and negative comments about outsourcing, which will make insourcing of other services. Core services should be insourced firstly to improve both quality and access to public services by all those that are entitled.

Interviews with all 24 participants revealed that insourcing talent framework is not place at selected departments. They were all in agreement that insourcing talent framework is key to mitigate against insourcing talent process failure and to support informed insourcing talent decision making. The following are some of direct quotations:

Participant 2 stated that: *"We do not have formal adopted insourcing talent framework, we rely on common sense and personal experience with outsourcing to assist with insourcing in general."*

Participant 5 mentioned that: *"There is no insourcing talent framework that gives clear insourcing talent directions. The absence of a tailor-made insourcing framework has*

resulted in findings by AGSA in the past years as we do not have established protocols.”

Participant 16 raised an interest intervention: “Our head of department, together with the HR branch, acknowledged and committed to dealing with the non-existent talent framework by starting with the development policy process, which is under consultation. We are heavily reliant on this policy, *which is still a draft and not approved.*”

Participant 15, when asked about the availability of an insourcing talent framework, said: “There are *no regulations, policy, strategy, procedure manual, and plans to assist in decision-making and implementation of insourcing talent in the department. Despite that, we are expected to carry out insourcing talent, which is very unfair and risky as the government is highly regulated; any missteps could result in an employee being taken to disciplinary hearings or worse, audit findings by AGSA.*”

Participant 10, responding to the question of the availability of an insourcing talent framework, lamented the lack of such: “We do not have a proper guide in the form of a formally adopted framework; we are making use of real-life experience.”

Participant 11 stated, “There is no established framework. We are highly dependent on HR and senior management for guidance. The challenges with this are that it causes delays and that advice is not in writing in material time.”

Participant 12 mentioned, “We rely on our chief directors who tell *us what must be done*”.

Participant 13 stated that: “*In our department, we have an informal formal insourcing talent framework which is not easily accessible.*”

Participant 14 stated that: “*Currently, there is no formal insourcing talent frameworks at our departments. Officials have developed their own informal frameworks for ease of reference*”.

Participant 15 stated that: “*We are working on reviewing the current insourcing talent policy and this is part of insourcing talent strategy. It is our department’s view that policy direction as a component of a framework.*”

Participant 17 stated that: “*The department is working towards insourcing standard operating procedures and we are currently consulting with all stakeholders namely labour and DPSA*”.

All participants also raised the concern that currently, there are no legislative prescripts and framework to assist with implementing insourcing talent in the selected department of Gauteng province.

Participant 4 responded: *“The sector does not have such a framework and the absence of such makes have amount to irregular expenditure. The department rely heavily on the PFMA which is also inadequate as it focus on outsourcing”.*

Participant 8 alluded that " the lack of clear, specific legislative guidelines regarding insourcing talent is a contributing factor in the low take-up of insourcing talent. We have nothing to back us up legal and guide us; we rely heavily on our recruitment and selection *procedure.*"

In support, participant 12 mentioned: *There is no insourcing legal framework that is existing, however in our department we partial use current existing legislative namely constitution of RSA, Public Finance Management Act and Labour Relations Act.”.*

Participant 14 stated: “The second reason given by the majority of the participants was lack of insourcing talent legislation, which will make insourcing talent a compliance issue if not done, *and actions will be taken against those not adhering to it.*”

In summary, AGSA's conclusion in the past five years is that the lack of an adequate internal control framework is a major contributor to current negative findings related to insourcing or outsourcing (AGSA, 2023). The researcher concurs with AGSA and proposes to develop a framework and an outsourcing replacement plan for each department. The next sub-theme is about the development of an insourcing framework. The department runs risks of non-compliance with enabling legislation Public Finance Management Act (PFMA) and incurring of irregular expenditures. The PFMA defines irregular expenditure incurred in contravention of legislation or policy (South Africa, 2003).

Category 1.2.2 Development of insourcing talent framework

All participants mentioned that developing a talent insourcing framework should assist with the seamless implementation of insourcing talent and ensure uniformity in the province. This view is supported by the internal control conclusion report by Public Accounts Committee

(PAC), (2023), which found that the internal control environment is partially satisfactory. Committee of Sponsoring Organisations of the Treadway Commission (COSO), (2018) lists the framework as a department of internal control activities that must be implemented to assist businesses in meeting their objectives and ensuring processes are performed. The development and implementation of the framework should assist in ensuring that external audit findings and irregular expenditure findings raised by AGSA could be avoided (AGSA, 2022).

Participant 2 stated when asked about creating an insourcing talent framework specific to selected departments: *“Developing an insourcing talent framework should improve the chances of successful implementation of insourcing talent in our department.”*

Participant 5 mentioned, “I have suggested the development of a department-specific insourcing talent framework to assist us and ensure completeness and clear ambiguity.”

Participant 7 mentioned:

“Developing an insourcing talent framework is important and crucial as it will demonstrate right tone at top as the framework will have been approved by Executive authority”

Participant 8, said:

“Departments transiting from outsourcing to insourcing should develop and implement a framework.”

While agreeing with Participant 8, Participant 10 added:

“Sector and process specific framework is needed, not a generic public sector insourcing framework; this framework should deal with challenges facing the department.”

In summary, participants agree that developing and implementing an insourcing framework is necessary to improve and strengthen the internal control environment. This clearly indicates that this framework should be developed for selected departments, further strengthening the need to develop an insourcing talent framework for selected departments. Both developing and implementing the insourcing framework should assist the department

in avoiding undesirable non-compliance and improve the internal control environment in line with COSO, (2013) requirements. The researcher concurs with the AGSA and other assurance providers like the provincial audit committee that the development of an insourcing talent framework should positively contribute towards the implementation of insourcing talent.

Category 1.2.4 Scope of insourcing talent framework

The insourcing talent framework of an organisation must reflect the organisation's vision and mission. The focus of the framework embodies the business goals and challenges (King & Vaiman, 2019). All participants agree with King and Vaiman's (2019), assertion. The framework should apply to all the government departments and its entities, and be public sector specific. For instance, Participant 3 alluded:

“The whole of public sector does not have an insourcing framework, however they do have guide line governing the outsourcing of services which is the opposite of insourcing which can be foundation of formulating an insourcing framework.”

Furthermore, Participant 3 highlighted that:

“crafting of insourcing talent specific for the sector is key to mitigate against the risk of failures. The cause low enrolment can be linked to lack of clear policies direction in Gauteng Province.”

In support, Participant 19 reported:

“The process currently is informal and attempts to borrow from private sector which is problematic as private sector is subject to different rules and legislative arrangements.”

In concurrence, Participant 22 also stated:

“I recommended that policies, procedures and plans be developed to guide the departments on how and when to implement insourcing talent as currently there is none.”

Participant 4 stated that:

“ Framework should be not necessarily be a document. Rather, it is comprised of all of the strategies, initiatives, policies, procedures, standards and guidelines that work together to implement insourcing talent successfully”.

In brief, insourcing framework should consists of policy, strategy, standard operating procedures and plan. The scope of the framework should be insourcing process, adoption, implementation, and governance process. The responses from all the participants indicated that there is no insourcing talent framework specific for selected departments making it very difficult to adopt and implement insourcing talent. All the participants felt it is a good idea to create a framework not a document that ties insourcing talent process together to make it easier to adopt and implement insourcing talent and to demonstrate compliance to the relevant legislation framework such Public Finance Management and Labour Relations Act. According to the participants, the framework should be developed by selected departments after consultation with all relevant stakeholders.

Summary of theme one

This theme conclude that there is no insourcing talent framework for selected departments, which similar to discussed in section above. Therefore, the development of insourcing talent framework and its subsequent implementation is warranted. All the participants on this theme provided enough insight to conclude that there is a need to develop an insourcing talent framework for selected departments. All participants mentioned that developing a talent insourcing framework should assist with seamless implementation of insourcing talent and also ensure uniformity in the province. Furthermore, external audit findings and irregular expenditure findings raised by AGSA could be avoided

5.5.2 Which macro and micro level factors are crucial for insourcing talent in the selected department within Gauteng Province Government?

Table 25 provides questions, subthemes, and categories related to research question one. The interview questions required the research participants to describe the current and existing insourcing talent practices at Gauteng Provincial Government selected departments.

Table 25: Summary of Theme 5: Macro and micro insourcing talent factors

Theme 2: Macro and micro insourcing talent factors (MMITF)	
Research Question: Which macro and micro level factors are the most critical in the insourcing talent context within selected departments?	
Sub-themes	Categories
2.1 Micro-level factors	2.1.1 Financial/Economic factors 2.1.2 Talent Management 2.1.3 Project Management 2.1.4 Institutional factors
2.2 Macro-level factors	2.2.1 Political factors 2.2.2. Legal Factors factors 2.2.3 Stakeholder Participation 2.2.4 Performance Management 2.2.5 Technological factors

Source: Author's own

5.5.2.1 Theme 2: Macro and micro insourcing talent factors

Similar to outsourcing, departments have expectations for insourcing talent. Drawing from the literature and reviewing the associated insourcing theories, several critical factors of insourcing were identified. From a public sector, Macro and micro level factors are core competence, transaction cost reduction, social exchange exploitation, talent attraction and retention, stakeholder management, relationship exploitation, contract completeness, resource exploitation, alliance exploitation, and production/service delivery cost reduction (Gottschalk & Solli-Sæther, 2021). The organisation must define its auxiliary services needs and requirements from internal and external providers (Hancox & Hackney, 2000).

The open-ended interview questions posed to the research participants required them to identify and describe the Macro and micro-level factors of insourcing talent in selected departments in Gauteng Provinces of South Africa. Micro and macro factors are essential

for the successful insourcing of talent and could negatively or positively impact the department. All participants indicated several factors influencing the insourcing talent in their respective departments.

5.5.2.1.1 Sub-theme 1: Micro-level factors

The categories for sub-theme one of theme Two are project management, talent management practices, resources, cost reduction, core competence, and leadership commitment and support. Project management, knowledge transfer, communication, employee hiring and rehiring strategies, and business continuity are among the key insourcing success factors (Vovk et al., 2018). The department should start by accepting that insourcing is a complicated and challenging programme; as a result, a project-based approach should be adopted (Al-Ahmad & Al-Qqaili, 2013). Establishing insourcing talent as a project should include developing a project plan and performing a detailed risk assessment. According to Butler & Slack (2011), departments rely on internal staffing instead of outside service providers, resulting in cost savings and reduction. Stringent project management is needed to successfully implement insourcing by departments (Al-Ahmad & Al-Ogaili, 2013).

Category 2.1.1 Financial/Economic factors

First, internal micro-level factors highlighted by the participants of this study relate to finances or economics. The research participants specified economics/finance as one of the influential drivers in the adoption and implementation of insourcing talent in the selected departments. Financial challenges are also barriers to insourcing talent adoption and implementation (Jowah, 2014; Ogunde *et al.*, 2017). Literature in Chapter Two emphasises that departments are not implementing insourcing talent due to a lack of budget and cost escalation (Ogunde *et al.*, 2017). Financial factors are significant in South Africa as the country is experiencing a budget deficit and dwindling tax revenue (National Treasury, 2022). These financial challenges are having a negative impact on the implementation of insourcing talent in selected departments (Othman & Ahmed, 2013).

Participants mentioned that cost and the time value of money are two of the main barriers to insourcing talent implementation. Farrell & Shapiro (2019) and Whitten *et al.* (2018) stated that switching costs are sunk costs and transfer of function and information costs. The

authors concluded that the costs of switching from outsourcing to insourcing are high in most cases. This was confirmed by majority of participants and quotes below are aligned to literature review outcome.

The following quotes relate to financial factors:

Participant 1 stated that: *“Affordability consideration is key in ensuring that insourcing talent is delivered. Especially that insourcing is implemented to reduce the cost of outsourcing which are become high and unaffordable”*.

Participant 2 said: *“Budget constraints are having an impact on an insourcing talent decision by top management in respect of the size of the department”*.

Participant 5 said, *“In our case, we have concluded that outsourcing is too expensive and that insourcing is a safer and cheaper option.”*

Participant 6 said: *“Cost saving and cost cutting is motivative behind the decision to insourcing, based on scientific assessment conducted.”*

Participant 11 said: *“Our top management have since noticed that they what they could pay for the service once insourced is far below than what outsourcing partners is costing us”*.

Participant 10 said: *“Without adequate funding risk of external parties adopting services are high, and for this reason, we opted for insourcing”*

Participant 12 said: *“Insourcing have lead to cost savings on the part of already insourcing services like ICT”*.

Participant 13 stated: *“The Department is facing a huge amount of costs when it comes to moving from insourcing to outsourcing which is part of a strategy by outsourcing partner to making it difficult to move from outsource to insure”*.

Participant 15 said: *“Direct costs of paying workers is cheaper and eliminate middle man in the form of outsource partner”*.

Participant 16 said: *“The main barriers to insourcing talent in our department is financial resources and length of time required before results and meaningful impact can be seen or experienced”*.

Participant 17 alluded to: *“Some of officials are reluctant to embark on insourcing talent especially absorbing and hiring new officials due to cost of such a process. The*

department has serious cash flow challenges, and new employees will result in increased employee-related costs”.

Participant 18 said, “Cost reduction perspective: The *implementation of insourcing talent aims to reduce waste and cut costs.*”

The researcher is of the view that inadequate and poor funding is a hindrance to the successful implementation of insourcing. In summary, it is evident that financial factors are one of the reasons that the department decided to source. Improved cost and financial management are two of the objectives of insourcing in our department. Reduction of outsourcing costs is one of the motivating factors of insourcing (Hartner & Hoang, 2021). Govindan *et al.* (2014) and Dube and Gawande (2011). identified time needs before positive outcomes and financial constraints as challenges to insourcing implementation. The lack of a financial budget and hidden costs were cited as barriers to institutions' implementation of insourcing (Bals *et al.*, 2016). Many organisations are hesitant to switch from outsourcing to insourcing for these reasons.

Category 2.1.2 Talent Management factors

The study found that how staff are hired or rehired is a crucial success factor of insourcing. It is extremely difficult to fire and hire staff in the public sector in South Africa. Another challenge of insourcing is finding and training the right personnel to manage the process or function. Bhagwatwar *et al.* (2011) stated that institutions must define hiring employees as part of the strategy for ensuring that adequate resources are available, and this definition involves the appointment of new employees or absorption of the employees from external outsourced partners. This definition is the next step after management has made the decision to adopt insourcing. The strategy should cover, amongst other communication requirements, new roles, responsibilities, and capabilities (Bhagwatwar *et al.*, 2011; Wong, 2006).

The following quotes relate to talent attraction and retention.

Participant 1 said: “A *shortage of skills and/or knowledge in the sector is another internal barrier. Upskilling or investment should be considered to address the said challenge.*”

Participant 2 said: *“Public sector recruitment process is high regulated, the Labour Relations act informs hiring and firing of workers in our case”.*

Participant 3 said: *“Lack of internal capacity to perform certain services made it difficult for us to insource”*

Participant 4 said: *“According to the regulations, for you to be employed in government...you must have a minimum qualification of matric. Now most of the security guards are informal. They are people who have never gone to school. The process and bureaucracy is long if you advertise that you want to get those people.*

Participant 11 stated, *“Our problem is not money; it is getting the right people who have a full understanding and knowledge.”*

Participant 19 mentioned: *“Currently we lack the participants in this area and employing external consultants to assist in the implementation of projects is obviously very expensive, especially when the organisation is passing through financial challenge.”*

Participant 17 said: *“Lack of a dedicated PMO is one of the key factors that influence insourcing talent adoption, I think we need PMO dedicated to insourcing talent”.*

Participant 20 said: *“Lack of dedicated PMO. In discussing on their insourcing practices, some respondents indicated that low implementation of insourcing is directly influenced by lack of PMO.”*

Participant 22 said, *“The thing is that we do not have an insourcing office dedicated to managing these processes and encouraging others to adapt to new practices. This is a big problem as we do not have participants in this field.”*

Based on the interview results and the reviewed literature, the selected department should develop and implement an employee attraction strategy to regulate the appointment and place of employees. Following insourcing talent decision-making and adoption, the department should develop and adopt an employee attraction strategy focusing mainly on employee take on (i.e. hiring or rehiring of talent), often referred to as staff placement. Lastly, it is important that the department adhere to minimum qualifications requirements for all the employees brought in through insourcing arrangements. Insourcing talent drivers are the motivating factors behind departments' decisions to implement Insourcing talent practices.

(Govindan et al., 2015). To successfully implement Insourcing talent drivers, departments need to focus on these drivers (Seth *et al.*, 2018).

Some of the strategic factors include quality and monetary factors (improved quality and lead times), cost savings, reduction of third-party dependency, and underutilised capacity (Stentoft *et al.*, 2015; Grela & Hofman, 2021; Drauz, 2014). Therefore, insourcing talent practices include cost containment measures, reducing third-party dependency, sustainable service delivery initiatives, and fully utilising departmental capacity. Hence, departments are continuously looking for ways to reduce the extent of outsourcing by moving to insourcing.

Category 2.1.3 Project Management

Al-Ahmad and Al-Oqaili (2013) recommend that organisations establish a project management office to develop a project plan. Concurring with the suggestion by Al-Ahmad and Al-Oqaili (2013), Wong (2006) proposed the establishment of strict project management protocols and highlighted the need to augment internal skills with outside skills if a gap exists.

The findings of this study indicated that effective project management is one of the top implementations of insourcing talent at the macro and micro levels. The sub-categories mentioned by participants were dedicated in sourcing teams, detailed insourcing plans, and internal stakeholders support.

Participant 6 stated, “Our department views insourcing as a project, and a project management approach is adopted, which includes developing a comprehensive plan and deploying a skilled workstream to assist with implementation.”

Participant 14 mentioned, “An experienced insourcing talent advisor to spearhead implementation *process and lead workstream established is ideal*”.

Participant 15 said, “To increase the likelihood of success, the department has adopted the PMBOK principle to guide *its insourcing implementation*.”

The researcher believes that the department should adopt a project approach when implementing the insourcing of talent. The researcher agrees with the findings and literature

review that insourcing should be guided by a plan and strategy (Butler *et al.*, 2013). The detailed plan should be Smart, attainable, reachable and timebound. Moreover, non-financial resources should fund and support the plan (Ejodame & Oshri, 2018).

Category 2.1.4 Institutional factors

Several participants highlighted the role of institutional factors such as organisational culture in adopting and implementing insourcing talent in the selected departments. Nguyen and Watanabe (2017) assert that organisation culture should be regarded as one of the factors to ensure project success. The way insourcing talent is implemented, how objectives are attained, and the achievement of targets are important characteristics of organisational culture relevant to this study. According to Stare (2011), culture is how things are executed and is at the centre of institutional and individual actions and performance. Therefore, organisational culture will affect the planning, executing and implementing projects like insourcing talent (Morris & Pinto, 2007; Stare, 2011).

Participant 7 mentioned: *“Institutionalisation of organisation culture is our department and implementing insourcing talent as project helped during the ICT services insourcing and gave the department positive result”*.

Participant 9 stated: *“It thus follows that insourcing talent is driven by the department’s executive and department culture”*.

Participant 11 stated: *“When a department has a clear insourcing strategy with intent to implement insourcing”*.

Participant 13 stated, “Central to embedding organisational culture is the department’s development, approval, and implementation of insourcing talent policies, strategies, techniques, and tools.”

Participant 21 stated: *“Cleaning services is the competence of the department as result, it should be done inhouse.”*

Other institutional factors identified in this study are clear department policies and management support. Lack or unclear government policies, risk associated to insourcing talent, and lack of support/commitments were raised as some of the barriers that must be

addressed to ensure insourcing is implemented successfully. Lack of buy-in by management was raised as one of the top ten risks related to insourcing (Huang *et al.*, 2018).

The last sub-categories of institutional factors that emerged from the data collection process were leadership commitment and support. The majority of participants emphasised that the political and administrative leadership of the departments should fully support the insourcing talent program. Insourcing talent should be one of the items on political and administrative leadership's agenda to ensure that it is done successfully.

The following quotes from the interviews relate to leadership commitment and support:

Participant 1 stated that:

"Without commitment and support of current leaders in the department, implementation of a complex and emotional program like insourcing talent will not be possible."

Participant 4 said:

"Leadership support remains a strong solid insourcing talent foundation."

Participant 14 mentioned:

"Leadership commitment to insourcing talent is part of the tone-at-top and leading by example".

In summary, organisational culture and ethics, clear department policies and strategies, strategic orientation, core competence, and risk management are some of the institutional factors crucial for insourcing talent successfully. The institutionalisation of these factors is non-negotiable. Drawing from core-competence theory, departments or institutions must define their service needs and manage such services from internal resources (Gottschalk & Solli-Saether, 2015).

Core competencies should be considered before making insourcing and outsourcing decisions (Hook, 2003; McIvor, 2000). Participants were clear during interviews that a core competency definition is needed to succeed in an insourcing arrangement.

5.5.2.1.2 Sub-theme 2: Macro-level factors

The second sub-theme is macro-level factors. Political factors, stakeholder participation, performance management and technological factors are some macro-level factors study participants offer. Literature also revealed that there are several macro-level factors driving the implementation of insourcing in South Africa. According to Malviya and Kant, (2017), these drivers must be identified to mitigate the risk of failure of programs like insourcing. Macro-level factors are related to various external factors outside the organisations, whilst Internal drivers are largely influenced by stakeholders within the organisation, in this case, within the selected department (Walker & Jones, 2012). Some macro-level factors (Hartman *et al.*, 2017) are communities, political parties, suppliers, and legislatures (Nteta & Mushonga, 2021; Younis & Sundarakani, 2019). Internal insourcing talent drivers are employees, top management support, corporate culture, desire to meet performance targets, developmental mandate of the department, and economic benefit (Walker *et al.*, 2008; Vijayvargy *et al.*, 2017).

Category 2.2.1 Political factors

Political considerations should not be overlooked during the insourcing talent decision-making and implementation processes. Mason *et al.* (2014), asserts that project implementers should engage the politicians before pushing ahead with strategic project implementation, such as insourcing. The engagement should assist the department in securing adequate support and resources (Jowah, 2014). Participants strongly admitted that political influence is one of the crucial factors, and insourcing is based not only on management decisions but also on politics. Irrespective of the magnitude of insourcing talent, it is in departments' interest to factor in politics. Literature lists politicians amongst the stakeholders that must be consulted for support and buy-in. This assertion was supported by Pinto and Winch (2016), who suggested that political influence is a crucial element of a project management system and could assist in the attainment of resources for project implementation.

It is clear that even though insourcing talent is an administrative action, the department must tackle and address political issues to ensure that insourcing talent objectives are met. Pinto and Winch (2016) emphasises that politics is part of everyone's life, and departments are not immune to this.

The following quotations relate to political factors:

Participant 4 relayed that: *“Insourcing talent should be done in a more responsible manner and take into account the fragile relationship between government and business”*.

Participant 7 said: *“The salary discrepancies between public sector and private sector, as well as the refusal of private sector to implement minimum wages is one of the reasons why employees and unions are pushing for insourcing”*.

Participant 21 said: *“The outcome of local and national elections during 2000 that gave birth to new parties and the coalition government is playing a big role in the need to fast track the implementation of insourcing in the province of Gauteng.”*

It is vital that politicians take a leadership role in the implementation and provide an enabling environment. An essential element of the sustainable strategy is clear policy directions that may affect the successful implementation are macro-level factors (Raravi *et al.*, 2023). Participants 3, 4 and 8 agreed on the need for clear policy directions. Clear insourcing government policies and direction are crucial for insourcing talent implementation, and government policies are approved by provincial legislation, which is made up of politicians. Government policies and regulations or a lack of support can also be barriers to insourcing talent implementation (Mittal & Sangwan, 2021). Dube & Gawande, (2011), Rutherford *et al.*, (2019). state that with strong, clear guidelines and policies management should be able to implement projects (including insourcing) successfully. Another barrier may be the absence of buy-in from other key stakeholders and the general public (Sangwan, 2011).

Category 2.2.2 Stakeholder Participation

The study findings revealed mixed feelings from the participants during and after the insourcing talent process. Participants raised a concern that some of the stakeholders are active whilst others are active. Stakeholder participation is about actively engaging stakeholders with the objective of giving them an opportunity to raise issues (Ababio, 2004). Therefore, all stakeholders should be engaged during the insourcing talent process. Naidoo *et al.* (2018), concluded that stakeholder participation should be mitigated against stakeholder resistance if appropriately done. Lack of top management commitment can

impede the implementation of insourcing talent practices. Resistance from supply chain partners can be prevented through inclusive stakeholder participation (Govindan *et al.*, 2021). Stakeholder participation is a good practice and promotes involvement (Niemann *et al.*, 2016).

The following quotes relate to stakeholder participation:

Participant 4 stated: "To ensure stakeholders buy, all stakeholders are consultants before and after insourcing by a team led by the *Head of Department*".

Participant 8 stated that: *"Current insourcing partner is plain simply refuse to participate during transition phase as result we are not moving"*

Participant 12 said, " Our challenge with external service providers is their unwillingness to share information and submit handover reports."

Participant 9 said: *"Resentment of current management, current support staff and current suppliers. There are many who think that insourcing is the wrong way to go in Departments. This might or might not be true. However, where insourcing is currently being undertaken, it is probably a political necessity. Therefore, the resentment is counterproductive. In some cases people will be trying to prove it can't work rather than doing the best within the political constraints. There is reported counterproductive behaviour (cutting one's nose to spite one's face) by both suppliers and middle management."*

In summary, the study concludes that the successful implementation of insourcing includes stakeholder participation. The researcher believes that stakeholder participation should be performed to obtain stakeholders' buy-in. The proposed stakeholder participation should be inclusive in terms of timing and phases of insourcing. Naidoo (2016) recommended interactive participation in a process like insourcing. Interactive participation involves all stakeholders during the decision-making process for ownership purposes Department of Water Affairs (DWA), (2001).

Category 2.2.3 Performance Management

The study further revealed that it improves service delivery and satisfaction of the public, who are the beneficiaries of the service. the participants alluded to improved service quality, increased access, improved efficiency and reduced service costs, and Increased flexibility

and alignment of corporate aims, including commercialisation. The participants cited poor performance by insourcing partners, higher costs, loss of control, and contract problems as the main drivers of moving from outsourcing to insourcing.

Strategic orientation is a success factor in the implementation of insourcing by the department; all the participants mentioned this. Strategic orientation includes the overall insourcing strategy of the department, defining the service delivery model, and management support (Qu et al., 2010, Wong, 2006). Insourcing could mean a lack of focus on the core business (Heikkilä & Cordon, 2002). When deciding to insource, the company must consider the knowledge transfer (Bhagwatwar et al., 2011). Knowledge can be connected to the workers performing the tasks, who can be either new workers with experience of the insourced function hired to perform the tasks in-house or employees transferred from the vendor (Bhagwatwar et al., 2011). Furthermore, effective risk management is one of the elements of strategic orientation.

The following quotes relate to performance management:

Participant 12 stated: *"It is that the anticipated improvement in the quality of service may be realised as the internal staff will be held accountable for providing poor quality of service."*

Participant 13 stated: *"An insourcing talent strategy aims to improve a department's sustainability position and service delivery track record."*

Participant 11 stated: *"We are extremely not satisfied with the services we are getting from insourcing partners. They are not paying attention to detail and cost of their services is very high".*

Participant said: *"Another macro-level factors is achievement of clean audit by department at backdrop of negative audit opinion. One of the qualification paragraph is irregular expenditure due to outsourced contracted services"*

Participants 4,6,7&10 mentioned: *"Insourcing risks must be identified, assessed and managed. Labour unrest, corruption, project failure in form of exceeding budget, not meeting deadlines and not delivering as envisaged, and Insourcing expectations not met are some of the risks".*

The researcher thinks that insourcing should lead to improved performance and service delivery. The drivers of underperformance, as reported in the annual general report, are underperformance external service providers (AGSA, 2022). The remedial action proposed by departments in the province is insourcing and development of a service provider replacement plan (OtP, 2022). According to the Premier in his State of Province addresses, the proposed action will lead to the reduction and prevention of irregular expenditure emanating from the outsourcing process, together with aspirations of attaining a clean audit opinion as one of the drivers of insourcing.

Category 2.2.4 Technological factors

Technological and digital transformation in the public sector is key to successfully implementing insourcing talent in the selected departments. Technological transformation and advancement are key factors in the public sector in the fourth industrial revolution era (Uyarra *et al.*, 2014). Ogunsanya *et al.* (2016) cited technological advancements, digitisation, and atomisation as drivers of insourcing in the sector. The reason is that technology can reduce cost and simplify the process of rendering service by government departments (Sangwan, 2011).

The following quotes relate to transformation factors:

Participant 4 said: *“This is a new technology; we are not sure if it will fit into our pattern of work that is why we cannot introduce it to our clients”*

Participant 8 said: *New digital solutions that were not available during outsourcing era are now accessible and insourcing become a viable options.*

Participant 13 stated: *our department has invested a lot of money in technology in order to insource and do away with outsourcing.”*

Participant 15 mentioned: *“Outsourcing was before technology, now we are in the fourth industrial revolutions, insourcing makes sense and it is efficient”.*

The use of technology is unavoidable, and it is not surprising that it is one of the drivers of insourcing. If the departments are committed to improving service and enhancing efficiencies, digital transformation is the way to go. Consequently, outsourcing will be phased out. According to Botha and Musengi (2017), technology assists managers in

making decisions quickly. DiMaggio and Powell (1991) argue that technological transformation is the most significant driver of insourcing in the public sector. There is a need for the department to embrace technology and start to develop tools and techniques to ensure the successful adoption of insourcing.

5.5.2.1.2 Ranking of Macro and micro level factors

The table below indicated participants' responses to closed questions, which required them to rate the impact of the identified factors on the adoption and implementation of insourcing talent.

Table 26: Factors ranking

No	Factor	1 No Impact	2 Low Impact	3 Moderate	4 High Impact	5 Greatest Impact
1	Core Competence					24
2	Resources				16	8
3	Costs/Financial viability			10	10	4
4	Talent management practices				24	
5	Project Management			13	9	2
6	Leadership commitment and support					24
7	Stakeholder participation			2	12	10
8	Strategic orientation			7	10	7
9	Current outsourcers buy-in	3	5	6	4	6

10	Government policies				4	20
11	Clean Audit opinion				24	

Figure 20 provides a summary of Theme Two

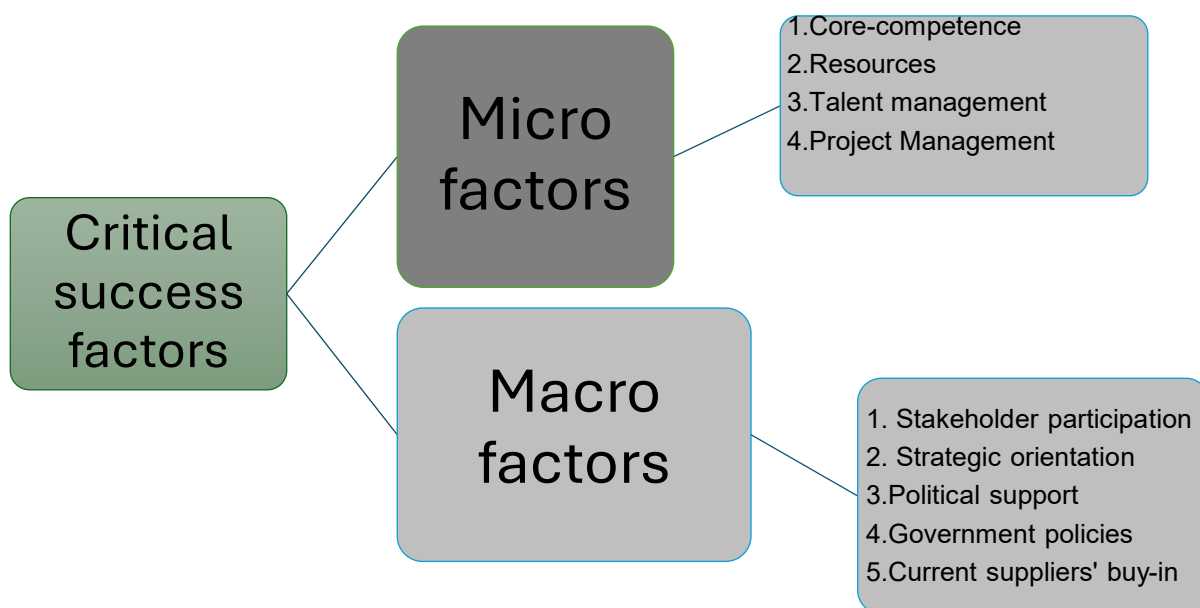


Figure 20: Summary of macro and micro insourcing factors (Authors own)

The insourcing factors were political, cultural, capabilities, governance, technological, service delivery, and economic/financial drivers. The department should focus on reducing transaction costs by minimising the need for auxiliary services, increasing transaction frequency, reducing dependence on external parties, reducing complexity and uncertainty in auxiliary tasks, and improving service delivery performance (Gottschalk & Solli-Sæther, 2021). The department must develop and secure common policies and codes of conduct to regulate all stakeholders and create an environment enabling economic and social outcomes (Perrons & Platts, 2004). A summary of the main Macro and micro level factors in insourcing aligned to associated sourcing theories is provided in Table 27 below:

Table 27: Comparison between theory and critical factors

Macro and micro-level factors	Theory
Core competence management	Theory of core competencies
Transaction cost reduction.	Transaction cost theory
Stakeholder management	Stakeholder theory
Relationship exploitation	Relational exchange theory
Contract completeness	Contractual theory
Alliance exploitation	Relational exchange theory
Resource exploitation	Resource-based theory
Production cost reduction	Transaction cost theory
Talent attraction and retention	Talent management framework
Social exchange exploitation	Social exchange theory

Source: Author's own

5.5.3 Who are stakeholders, and what role do they play in insourcing talent within the selected departments in Gauteng Province?

Table 28 provides questions, sub-themes, and categories related to research question three. The interview questions posed to the research participants required all participants to identify stakeholders.

Table 28: Summary of Theme 3: Insourcing talent stakeholders

Theme 3: Insourcing talent stakeholders	
Research Question: Who are stakeholders, and which roles do they play in insourcing talent within the selected departments in Gauteng Province?	
Sub-themes	Categories
3.1 External stakeholders	3.1.1 Assurance providers

3.2 Internal stakeholders	3.1.2 Governance structures
	3.1.3 Supporting departments
	3.1.4 Suppliers
	3.2.1 Assurance providers
	3.2.2 Governance structures
	3.2.3 Management
	3.2.4 Employees

Source: Author's own

The findings on adoption mechanisms suggest the need for a more in-depth conceptualisation of stakeholder involvement in the sustainability of outsourcing decisions. The researcher draws on evidence that points towards the ways in which participatory decision-making justifies stakeholder involvement (Andrews *et al.*, 2009; Boyer *et al.*, 2016).

5.5.3 Theme 3: Insourcing talent stakeholders

Stakeholders can be described as any person or group that is either involved in an organisation, impacted by it, or has an interest in it. When identifying stakeholders who are directly or indirectly impacted by or involved in an organisation's governance, it is important to consider the roles and needs of each of these constituencies (own).

The importance of stakeholders when a department is insourcing talent as stakeholders play a critical role in the insourcing talent process. From stakeholder theory, stakeholders are those individuals or groups with an interest or stake in the insourcing talent process. Based on the literature, sourcing (which includes insourcing talent) has several external and internal stakeholders. The stakeholder theory emphasises that all stakeholders are equal and also highlights four principles that are necessary preconditions for stakeholders' relationships, namely honouring agreements, avoiding lying, avoiding harm to others, and respecting the autonomy of others (Gottschalk & Solli-Sæther, 2021).

Stakeholders are people with aligned interests (Lacity & Willcocks, 2000). The most prominent internal stakeholders in insourcing were accounting officers, current employers (employee representation), executive authorities, and internal assurance providers, namely the Internal Audit and Chief Risk Officer (CRO). Just check Provincial legislature, supporting

departments, suppliers, banks, external auditors, and oversight bodies like the Public Protector and Public Service Commission were identified as among the key external stakeholders directly or indirectly involved with insourcing. Both external stakeholders have significant interest in either insourcing success or failure.

The interview questions posed to the research participants required them to identify insourcing talent role players in their department and describe the roles and responsibilities of the identified role players as they relate to the insourcing talent value chain. Internal and external stakeholders are two sub-themes emerging from the findings discussed below, together with related or corresponding categories. Eight categories of each were indicated from the data, and data was analysed using thematic analysis to identify roles, players, and responsibilities.

5.5.3.1 Sub-theme 3.1 External stakeholders and their responsibilities

External stakeholders should participate during insourcing to ensure that the decision is quality and appropriate (Boyer et al., 2016). External actors are suppliers, the community, and general clientele. The stakeholder theory argues that organisations are responsible to various stakeholders for the consequences of their corporate actions (Rossouw & van Vuuren, 2019). Stakeholders are those groups vital to the organisation's survival and success (Evan & Freeman, 1993).

Category 3.1.1 Assurance providers

The study revealed that internal audit is primary, and the sole external assurance provider is AGSA. External assurance providers refer to external private auditors and the Auditor General of South Africa (National Treasury, 2022). It is the responsibility of the external auditors to express an opinion on a project (in this case, insourcing) (AGSA, 2023).

The following direct quotes related to assurance providers:

Participant 1 said: *“As part of an audit, the Auditor General of South Africa exercise professional judgement and maintains professional scepticism throughout the engagement”*.

Participant 23 said: *“As external auditors we are required to comply with the independence and other ethical requirements of the International Ethics Standards*

Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) and other independence requirements applicable to performing audits of insourcing".

Participant 7 said: *"As required by the International Standard on Quality Management (ISQM) 1, the AGSA maintain a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements and professional standards during the external audit process of insourcing".*

Participant 8 said: *"An audit of insourcing is performed on the premise that management and those charged with governance have acknowledged certain responsibilities that are fundamental to the performance of the audit. However, the audit does not relieve the accounting officer of his responsibilities for the insourcing and compliance with legislation".*

Participant 21 said: *"The AGSA's responsibility is to obtain reasonable assurance about whether the insourcing is free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes an opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists".*

Participant 15 stated: *"In our department, the external auditors identify and assess the risks of material misstatement of the insourcing, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control".*

Participant 16 stated: *"The auditors are expected to obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not to express an opinion on the effectiveness of the department's internal control".*

Participant 17 stated: *"The auditors are expected to evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer".*

Participant 20 stated: *“The auditors are expected to evaluate the overall presentation, structure and content of the insourcing, including the disclosures, and whether the insourcing represent the underlying transactions and events in a manner that achieves fair presentation”.*

The researcher concludes that external service providers must be involved before, during and after the insourcing talent process. The involvement of AGSA should not be limited to the reactive strategy of auditing insourcing talent process after implementation; the researcher process assurance should be provided throughout the process. The objective of the audit should be to express an opinion on compliance with relevant legislation, namely the Public Finance Management Act, the Constitution of the Republic of South Africa, and the Labour Relations Act. This is proposed in line with the mandate given to the AGSA through the Public Audit Amendment Act (PAA), (2018) that the AGSA, as a supreme audit institution, must express an independent opinion on the affairs of the department. Furthermore, the Constitution of RSA (1996) gave AGSA the power to audit all the departments in South Africa.

Category 3.1.2 Governance structures

Furthermore, participants identified a network of governance structures: the Audit Committee, Portfolio Committee, Provincial Public Accounts Committee, and National Standing Committee on Public Accounts (SCOPA). Portfolio Committee, Provincial Public Accounts Committee, and National Standing Committee on Public Accounts are sub-committees of the provincial legislature and national parliament responsible for exercising oversight over departmental processes, including insourcing (Landsberg, 2017).

According to AGSA (2022), the provincial legislature must hold management accountable for instances of non-compliance and insourcing expenditure incurred during the period under review. The Public Account Committee (SCOPA) should provide some insourcing assurance and hold the administration accountable for new instances of Insourcing expenditure incurred during the period under review (**Republic of South Africa, 2003**). SCOPA must investigate all instances of irregular expenditure incurred due to insourcing. The following quotes from the interviews relate to effective governance structures:

Participant 3 stated that: *“To implement insourcing talent effectively, our department should establish, and implement governance structures namely workstreams which is currently”.*

Participant 4 augmented by saying, “Establishment of a combined assurance forum made up of unions, officials, and external assurance providers should be done at the department to assist with the coordination of the process of insourcing talent.”

Participant 5 lamented that: *“The current oversight structure such as portfolio committee and audit committee’s fiduciary responsibilities does not cover insourcing talent, and this gap should be closed by reviewing the mandate of such structure”*

The governance structure plays a bigger and more important role by ensuring accountability. Their active involvement should be encouraged as it is another way to obtain community buy-in. Departments must report to the governance structure on a quarterly basis without fail. The findings reveal that the insourcing process should be governed and that external governance structures are best suited for such responsibilities. According to King IV's report, a governing body committee must be established to assist accounting officers in effectively discharging their duties (Iodsa, 2016). SCOPA or Standing Committee of Parliament is established to hold departments accountable, and it is a watchdog of parliament on how departments are spending budgets (Moeti *et al.*, 2017).

Category 3.1.3 Supporting departments

The participants identified several departments and government institutions as stakeholders during the insourcing process. This is either by design or as legislative requirements such as the Public Finance Management Act and the Constitution of the RSA. The supporting departments and institutions identified are provincial legislatures, the office of the Premier, the Department of Public Service and Administration, national treasuries, the provincial treasury, and the Public Service Commission. These findings confirm the list provided by (Main, 2019), who provided an overview of provincial government in South Africa and highlighted interdependent departments. A provincial legislature is a local-level parliament responsible for making decisions and approving bills and budgets, including insourcing or outsourcing expenditures allocations (South Africa, 2017). The role of the National Treasury is to ensure that insourcing-related expenditure is in line with the financial policy of parliament by ensuring departments follow the guidelines and financial policy strictly (van de Walt, 2018). The following are quotes related to supporting departments as stakeholders:

Participant P3 said: *“Provincial legislature, MECs, and Accounting Officers should provide leadership and demonstration commitment to implementing insourcing talent.*

Provincial legislature's role is that of approving and monitoring implementation via portfolio committee and facilitate public participation or stakeholder engagement"

As Participant 4 mentioned: *"During the decision making, MEC and Head of department makes submission of treasury for assessment. This assessment aims to determine the affordability of insourcing"*.

Participant 7 said: *"I, as an official, together with DPSA, Officer Premier, was involved from the initiation until the implementation of insourcing talent."*

Participant 10 said, *"The people involved were the legislature, AGSA, DMPE, DPSA, and PSC. We did not have capacity and framework guidelines, so we had to invite consultants."*

Participant 13 said: *" In line with financial policy of provinces, we are expected to report to legislature on the financial performance of the department, one of the elements that the legislature is interested in is insourcing related expenditures"*

Participant 14 adds: *"The Financial and Fiscal Commission, as part of the National Treasury, is expected to assess our insourcing proposal and make recommendations to the Minister of Finance on the issue of allocation towards big ticket items, in this case, our shifting of funds from outsourcing to insourcing."*

Participant 15 alluded that: *After the review of organisation structure, we are expected to submit draft structure before approval to Office of the Premier and National department of public service and administration for inputs and supports. These two departments are expected to provide expert and impartial inputs on the corporate services related matters"*

Participant 17 said, *"Apart from Accounting Officers, the Provincial Treasury is involved in dealing with monetary issues and costs of the program"*.

Participant 20 reminded that: *"In the event of human resource process discrepancies and non-compliance, Public Service Commission always hold everyone accountable as their functions is to monitor, oversight, evaluate and investigate departments regarding talent management issues"*.

The researcher believes that support from sister departments such as the National Treasury, Provincial Treasury, Office of the Premier, and Department of Public Service and Administration should be encouraged, and these institutions must be consulted at all

material times during the insourcing process. An integral element of the public sector is intergovernmental relations, which include oversight and support, which is the competency of sector departments and chapter nine institutions (South Africa, 1996). Section 154 of the Constitution directs the treasury department to support and strengthen the capacity of the department to implement control (Landsberg, 2017).

Category 3.1.4 Suppliers

Participants highlighted that the external stakeholder's matrix should include suppliers and current outsourced partners. According to Rossouw and van Vuuren (2019), suppliers are companies that currently contract services to be insourced, and maintaining positive relationships with those companies is essential. Resistance of suppliers is one of the barriers of insourcing identified and must be addressed for insourcing to succeed (Botha & Musengi, 2017). The relationship with suppliers must be maintained at a professional level to ensure the survival of any organisation (Badenhorst-Weiss *et al.*, 2018). The following quotes relate to suppliers:

Participant 4 said: *"Before, during and after the insourcing talent process, the department should clearly identify internal and external stakeholders need to be explicitly identified and effectively managed. This includes (former) service providers and unions. It includes the implications of union proliferation, competition, student alliances and how to deal with the bargaining councils. It also includes dealing with government, political parties and national pressure groups".*

Participant 8 said: *"Departmental senior management involved external consultants who guided the insourcing process."*

Participant 11 mentioned: *"In our case, current outsourcing providers were included in the workstream that deals with change management. This was done for smooth handover purposes"*

Participant 12 mentioned: *"The Suppliers database was created to enable the department's supply chain unit to procure directly from the suppliers and avoid deals."*

Participant 15 said: *"It is standard practice in the department to consultant incumbents for buy-in and inform them of new directions of the department, and this was done in the case of ICT insourcing. These discussions were very challenging but necessary".*

Engaging and dealing with suppliers who are obvious stakeholders is necessary. Suppliers should be adequately represented throughout the process to mitigate against resistance. The researcher is of the view that current suppliers of similar services should be consulted; however, the department should introduce rules and regulations to govern such engagements. Such rules should include the length and scope of such engagement to avoid delay. Human resources is one of the items to be discussed with the suppliers (Botha & Musengi, 2017).

5.5.3.2 Sub-theme 3.2 Internal Role players and their responsibilities

Participation of internal actors in the insourcing decision process assists in making wholesome decisions due to diversity of opinion, knowledge base, and skill set (Andrews *et al.*, 2009; Elbanna *et al.*, 2016). Decentralisation of decision-making also widens communication channels, improves organisational members' awareness and commitment, facilitates cross-pollination of ideas, and increases the quantity and quality of knowledge retrieved from the external environment (Andrews *et al.*, 2009; Andrews *et al.*, 2011; Black & Gregersen, 1997). The range and depth of functional and technical knowledge of those involved in the decision process affect the quality of the search, selection, and evaluation of alternative solutions. In sum, we account for the extent of participation of employees because it increases cognitive or preference diversity and influences the comprehensiveness of the outcome.

Category 3.2.1 Assurance providers

The findings of this study revealed that internal assurance providers must be involved during the insourcing talent process to provide independent assurance on the process. Internal Audit and Risk Management Unit, together with management, were identified as internal assurance providers by the participants of this study. An internal audit function is established to provide internal assurance and is appointed by management – Institute of Internal Auditors (IIA), 2023). The risk Management unit is established by the National Treasury Risk Management Framework (National Treasury, 2010). The unit is often referred to as an enterprise risk management unit, situated at the office of the Head of Department, providing advisory risk services to management and reporting to both the Risk Management Committee and Accounting Officer – International Organisation for Standardisation (ISO), (2018). Internal audit and risk management are complementary as the internal audit

develops and implements an internal audit plan based on risks identified by the risk management unit. These risks must include risks related to insourcing, which is the focus of this study. AGSA, (2022) found that the internal audit provided some assurance. The following quotes relate to the internal assurance role:

Participant 1 said: *“Internal Auditing unit in our department works close with management in providing assurance. This unit reports directly to Head of Department and Audit Committee.”*

Participant 2 said: *“We have a internal control officers who checks. Officers are based in the department are monitoring daily insourcing controls.”*

Participant 3 stated: *“Chief Audit Executive together with the Chief Risk Officer provides impartial assessment of department’s internal control, risk and sourcing process”*

Participant 12 stated: *“To ensure combined assurance, the department have implemented five level of defence model. Level one being management, level two is risk management and level three is internal audit”.*

Participant 14 stated: *“The Accounting Officer allocates and assign insourcing related duties to internal audit on a frequent basis for independent assessment and assurance”.*

Participant 18 stated: *“I think in our department, assurance functions are performing an audit on the sourcing and procurement annually”.*

Assurance by internal assurance providers is key to mitigate against insourcing control weaknesses. Proactive and reactive strategies of internal assurance providers are what the department needs. This conclusion is supported by South Africa (2003) requirements that Accounting Officers must establish an effective internal control and risk management system. The role of the internal audit function is to provide assurance that is objective and independent and improves control (IIA, 2023). Establishing internal audits is legislation in South Africa (IIA, 2023). The internal audit function must lead and champion combined assurance in the departments (IISA, 2022).

Category 3.2.2 Governance structures

The internal governance structures identified by participants are Audit Committees, Risk Management Committees, Senior Management Committees, and Workstreams. The Audit Committee is a legislated committee, and its mandate is to assist the management and MEC in discharging their responsibilities by providing oversight on matters relating to control and risk (South Africa,1999). Risk Management Committee is a management committee responsible for risk oversight chaired by an independent chairperson (National Treasury, 2021). The Audit Committee comprises independent members who are not employed by the department and are approved in line with the approved charter (Otp, 2021).

All participants agree that the internal governance structure should offer support and advice to the MEC, HoD, and department Accounting Officer. Their activities with the department should be quarterly and must include the insourcing process, controls, and risks.

Participant P7 said: “Setting up management driven task team with core management participants such as Remuneration, HR, Finance and legal participants. It reports to the Head of the department. It meets regularly with Unions and informs the other key stakeholders on a monthly basis.”

Participant 8 said: “Audit Committee is consulted and requested to exercise oversight during and after implementation of insourcing”.

Participant P10 said: “Our department uses a multidisciplinary team which involves management and union representation. Important here is a core management group that prepares ‘user-friendly’ documents and proposals for engagement.”

Participant 11 stated: “Department Risk Management Committee considered all insourcing risks emanating from insourcing process as part their mandate and reports to MEC, HOD and AC.”

Participant 15 mentioned: “The audit committee is also expected to review the insourcing to provide an authoritative and credible opinion around efficiency, compliance and effectiveness of entire insourcing program”.

Participant 17 mentioned: “The Chairperson of the Risk Management Committee as an independent person reports to Audit Committee on all insourcing and supply chain risks”.

The opinion is that an internal governance structure must be established to assist the department in managing and mitigating risks related to insourcing. These structures must be well coordinated to avoid assurance and oversight figures. The Institute of Directors in South Africa (IoDSA), (2016) advocates for the establishment of an Audit Committee as a sub-committee of the department. A functional risk management committee is recommended, and sourcing risk must be part of the committee mandate (National Treasury, 2021). Participants 12 and 13 concurred and added that a dedicated workstream consisting of all the stakeholders should be established to manage issues related to implementation.

Category 3.2.3 Management

The study identified MEC, senior management, and the accounting officer as management charged with insourcing. The MEC exercises sufficient oversight responsibility over consequence management and the occurrence of unauthorised, irregular fruitless and wasteful expenditure as new instances occurred during the period under review (South Africa, 2003). Senior management only provides some assurance (AGSA, 2023). This is mainly because of their level of defence. Accounting officers are charged with providing some insourcing assurance and should implement control to prevent irregular expenditure related to insourcing and perform oversight over overspending on the budget (National Treasury, 2021).

The following quotes relate to management as a stakeholder:

Participant 3 stated, *"The Head of the department maintain insourcing records and created an internal control environment to monitor insourcing"*.

Participant 12 said: *"Executive Authority as the Member of the Executive Council of a province who is accountable to the Provincial Legislature for that department is expected to give direction and counsel"*

Participant 13 said: *"Having dedicated insourcing talent personnel and a dedicated team to monitor insourced service is helpful."*

Participant 15 said, *"Our department has monitoring staff, monitoring both insourced and outsourced frequently."*

Participant 16 said, *"The CFO is responsible for determining whether a service or work should be insourced upon endorsement of assessment advice by HOD and MEC."*

Participant 24 mentioned: *“The accounting officer is expected to perform an insourcing risk assessment and craft a risk response plan and strategy.”*

The accounting officer's implementation of insourcing requires identifying the applicable financial reporting framework, in the context of any relevant laws or regulations. Public Finance Management requires an Accounting Officer to lead as the Department Head (South Africa, 1999). As an executive authority, MEC is tasked with providing tone at the top (AGSA, 2021). Management led by HOD is mandated to establish, maintain and implement a system of internal control covering insourcing (South Africa, 2021).

Category 3.2.4 Employees

Amongst the network of stakeholders is employees. Participants stated that employees have a stake in the talent insourcing process. Consequently, they have a direct interest in seeing the process succeed. Keketso and Rust (2012) identify unions and management as stakeholders that must be identified, as well as management regarding human resource management issues. Resistance by unions was highlighted by Van Zyl *et al.* (2017), as a barrier to insourcing and must be addressed. According to Rossouw and van Vuuren (2019), departments cannot survive without employees and must be consulted before the implementation of insourcing starts.

In support of the above observation, one of the Participant 14 stated, *“The unions like NEHAWU are very important, and together with other public sector unions like PSA must be part of all workstream for inclusive participation”*.

Participant 2 said: *“Employees who execute duties and tasks aligned with the recommendations are considered key role players in applying or implementing the objectives of the proposed good governance framework”*.

Participant 7 said: *“Employees in the public sector are highly unionised and consulting union representatives is non-negotiable.”*

Participant 10 said: *“Employees must be represented to avoid miscommunication and mitigate against the risk of strikes.”*

The literature and empirical findings clearly show that employees are the glue that can keep the insourcing process going. Unions, as representatives of the employees, must be

consulted and involved in the contract negotiations once a decision to insource has been made. The labour force is an important and biggest investment for any organisation, and it must be consulted (Botha & Musengi, 2017). Failure to consult adequately may result in resistance by employees, which may prove to be too costly (Koketso & Rust, 2012).

Summary of Theme Three

Most of the participants mentioned that it is very important to identify key actors as an important condition for the successful implementation of insourcing talent. The literature review also highlighted that key actors should be identified as the actors responsible for implementing the program of insourcing. Participants indicated that external and internal stakeholders need to be involved for an insourcing talent programme to be successful. Some of the key stakeholders are politicians, Members of the Executive, directors-general, provincial treasury, heads of departments, external service providers, and officials. It is also evident from the above quotations that political office bearers should oversee the insourcing talent process. For this reason, the Executive Authority and legislature should set up the necessary structure for initiating, adopting and implementing the insourcing of talent. Furthermore, it is most likely necessary to create new structures and repurpose the existing structures for insourcing talent purposes since some of the current structures, like the Audit Committee, are in place and can be utilised for this purpose with some amendments to their mandates and terms of reference. There should be a clear understanding and appreciation of all stakeholders' roles and responsibilities, and job descriptions should factor into the insourcing talent responsibilities.

5.5.4 In what ways should insourcing talent manifest for selected department in Gauteng Province?

Table 29 provides questions, sub-themes, and categories related to research question one. The interview questions required the research participants to describe the current and existing insourcing talent practices at Gauteng Provincial Government selected departments.

Table 29: Summary of Theme 4: Implementation strategies

Theme 4: Insourcing talent implementation strategies	
Research Question: In what ways should insourcing talent manifest for selected departments in Gauteng Province?	
Sub-themes	Categories
4.1 Plan for implementation	4.1.1 Pre-implementation evaluation
	4.1.2 Define implementation strategy/plan/SOP/Guide to implementing insourcing talent
4.2 Manage Implementation	4.2.1 Implementation approaches
4.3 Re-enforce implementation	4.2.2 Project risk management
	4.3.1 Monitoring and reporting
	4.3.2 Awareness

Source: Author's own

5.5.4.1 Theme 4: Insourcing Talent Implementation Strategies

As the study focused on both developing and implementing insourcing talent framework, it was important to establish the implementing insourcing talent strategies that would assist in making insourcing talent a success. Participants were requested to describe ways in which insourcing talent is being implemented in the department. It is a common submission by participants that pre-implementation evaluation (change readiness assessment), development of strategy and plan, deployment of deactivate team, and deployment of sufficient tools and budget should ensure that seamless implementation of insourcing talent in the selected department. Stevens (2013) recommends that institutions provide sufficient resources to support the implementation of programs for any transition to succeed. Previous research concluded that lack of budget and performance incentives are some of the challenges that may compromise the implementation of initiatives of this nature (Koketso & Rust, 2012). To manage the implementation process effectively, the study recommends

institutionalising implementation strategies and structures, which include pre-implementation evaluation, adoption of implementation strategy and plan, establishing change Senior management personnel, assigning appropriate tools and techniques

These four address research objective four, which sought to identify implementation strategies to manage and improve insourcing talent in selected departments of Gauteng province. The subthemes for theme four are planning for implementation, implementation management, and re-enforcement of implementation. The three subthemes with categories that emerged from the study findings are discussed below under each subtheme.

5.5.4.1.1 Sub-theme 1: Plan for implementation

The first subtheme of theme four is planning, which includes pre-implementation activities. The categories under this theme are change readiness Assessment, defining and developing an implementation strategy, preparing the change Senior management personnel, and implementation tools and techniques. The participants of this study indicated that lack of implementation strategy and inappropriate and insufficient implementation tools and techniques are some of the challenges that thwart any efforts by the department to implement insourcing talent. Planning for implementation is applicable, and insourcing talent as a strategy is not immune (Lazenby, 2015). Without a carefully crafted implementation plan, the risk of non-implementation may be realised. Pauw et al. (2009) suggested three implementation plans: strategic, tactical and operational. All three plans aim to assist institutions in successfully implementing programs like insourcing. The operational plan is an annual plan and the strategic plan is long term (National Treasury, 2010).

Category 4.1.1 Pre-implementation evaluation

This phase is about information gathering and communication with teams of insourcing projects. Furthermore, creating schedules and work plans. Participants highlighted the need for preparation before the implementation of insourcing. Pre-implementation evaluation is the first stage before implementation after the policy decision (De Wet *et al.*, 2017). The policy decision in this case is to insource talent, which is the focus of this study. The benefit of pre-evaluation is that it allows institutions to investigate and forecast the potential impact of policy implementations (Cloete, 2016). The author suggested several techniques to assist with evaluation: modelling, trend projection, scenario building and cost-benefit analysis.

Furthermore, pre-evaluation should assist the institution in deciding whether to implement policy partially or fully (Cloete *et al.*, 2016).

The following are quotes relating to pre-implementation evaluation:

Participant 4 said: *“Almost similar to auditing, we perform pre-engagement activities before embarking on the full journey of insourcing implementation. This for us is risk mitigation measures and pilot testing”.*

Participant 8 remarked, “It is impossible to implement a complete program like insourcing without a proper and detailed plan that *is funded. Where there is no detailed integrated implementation plan, implementation will be derailed and delayed.*”

In support, Participant 9 mentioned that “In the first place, we all know what stakeholders want out of insourcing, so the crafting of a SMART-compliant change management plan is good and right thing to do.” The SMART complaint the participant was referring to stands for Smart, Measurable, Attainable, Resource, and Timebound (after the participant was asked to clarify).

The researcher is of the view that pre-evaluation is worth exploring; however, it must be done with caution as evaluation has an inherent limitation: it cannot be generalised. However, the outcome can be used as a benchmark or be discounted to account for policy differential. According to Cloete *et al.* (2006), cost-benefit analysis should assist in allocating budget or shifting resources, time and money between programs. After pre-evaluation of implementation, implementation evaluation is recommended (De Wet, 2017)

Category 4.1.2 Develop implementation strategy/plan/strategy

The categories under this theme are developing, adopting, and implementing associated plans, as well as developing standard operating procedures and a guide to implementing insourcing talent. Seventeen of the participants remarked that developing plans and standard operating procedures is key to harmonisation and consistency, helping those charged with the insourcing process make sense of the insourcing talent process and for compliance purposes.

Literature also indicated that implementation planning should ensure transparency, certainty and consistency (Badat, 2010). For an insourcing decision to succeed, it must be supported by an implementation plan (Brannemo, 2006). After deciding on insourcing, the implementing agent must perform an assessment of risk related to insourcing (Bals *et al.*, 2016).

Drawing from the above findings, an implementation plan must be developed and implemented to manage the transition from outsourcing to insourcing. The following related to the development of plan/strategy of insourcing talent:

Participant 4 said, “Workstreams are expected to develop their own charters, plans, and strategies. The individual workstream documents will feed into the *overall insourcing organisational strategy*.”

Participant 17 remarked that: “*Just like supply chain management process in the public sector, insourcing talent should be supported by comprehensive integrated change management plan, communication plan and standard operating procedures to guide the process from initiation phase until the ended*”

Participant 19 remarked that: “*At more operational level, our department have develop and partial implemented the strategy on insourcing after approval by the Accounting Officer*”

The researcher is of the opinion that a key consideration for implementation planning is pre-implementation and development for implementation of the insourcing plan and strategy. The strategy should cover the approach adopted. Once a decision has been made, an appropriate management strategy must be developed (Boatright, 2000). The strategy should be positioned within the insourcing talent framework, as shown in Chapter seven. The strategy is about direct implementation addressing failures and management of risks (Berry *et al.*, 2004)

5.5.4.1.2 Sub-theme 2: Manage implementation

The second subtheme of theme four is how the selected departments manage implementation. Management of the implementation process involves planning, organising, leading, and controlling (Botha & Musengi, 2016). If not properly managed, departments'

vision and mission in terms of insourcing may not be realised. It is essential that an organisation continue to compare data against planned targets to determine whether planned targets are attained (Cloete et al., 2016).

Category 4.2.1 Implementation approach

Most participants indicated that there is no model for implementing and management insourcing talent in selected departments, but they recognise the importance of having a proper implementation plan, and some are currently attending to crafting it. According to Strate (2011), a phase-in or staggered approach should be considered for insourcing and outsourcing. Risk assessment should be embedded into the implementation process (National Treasury, 2022). Insourcing implementation has five phases for this implementation approach to be successful namely initiation, planning, execution, monitoring and controlling (Project Management Institute, 2015).

The following quotes relate to the implementation approach:

Participant 3 answered: *“After realising that implementation is happening in a haphazard manner, our department is considering a number of implementation strategies, namely change management plans, workshops and awareness as part of the insourcing talent management framework to augment the framework.”*

Participant 13 mentioned that they are using a parallel implementation approach: *“In this approach, you implement the project in stages. One team will work on one aspect of that project while another team works on a different aspect simultaneously. This helps to ensure that things are moving forward as smoothly as possible and all areas of the process are working at once.”*

Participant 16 mentioned that they are using a phased implementation approach: *“This is when tasks or phases of a project take place one after another. Instead of being doing it simultaneously, as it would happen with parallel implementations.”*

Participant 19 mentioned that they are using a crash implementation approach: *“This is yet another method that companies are using but not as much as parallel or phased implementation strategies do. Because it has its own set of challenges. This happens when a project starts at once, with all tasks, activities, and resources immediately*

allocated to it from day one. This results in an extremely rapid progression which has its benefits but also some risks associated with this strategy as well:

The researcher is of the view that the department should adopt a phased approach. This is suggested considering that the department lacks experience in implementing insourcing, and change can be managed better using this approach. The parallel approach is the most common project implementation strategy. It occurs when tasks are performed in multiple phases at once to achieve a specific goal or objective (Swart, 2021). This requires more planning, effort, coordination between teams, and time management skills from your team members to ensure success. According to National Treasury (2021) the phased approach is the most common strategy used by companies. It divides the project into several sub-projects that you implement in stages, one after another. This allows you to plan your resources more efficiently and effectively without leaving any of them ideal for too long.

Category 4.2.2 Project Risk Management

Most participants lamented that insourcing in the public sector is exposed to several risks, and if not managed, the outcome may be undesirable. Garratt (2003) defines risks as concern that losses may occur. IoDSA (2016) emphasised that those charged with governance must take responsibility for risk management. Institute for Risk Management South Africa (IRMSA), (2014) defines risk as a condition that may affect a department negatively. Insourcing risks are human resource risk, Information technology, operational, service delivery, legal, and financial risks. The following are quotes related to project implementation risk management:

Participant 2 stated: *“ Our biggest fear as department is limited participation by stakeholders resulting in low implementation by departments”.*

Participant 6 said: *“Lack of adequate resources especially cash to fund the insourcing is one of the strategy risk”.*

Participant 10 said: *“Our top project risk is constraints of time and costs. We are not sure where the finances will come from”.*

Participant 17 said: *“Potential ethical and integrity risks of stakeholders during the engagement, and unions are guilty of this. We continue to engage regardless”.*

Participant 18 said: *“Resistance to change by those affected insourcing is one of the potential project risks”*.

The researcher believes that project implementation risk must be identified, assessed and managed. Risk mitigation measures must support implementation strategies. The same risk management methodology must be adopted during the decision-making process. Project risks are defined as those risks that can prevent departments from implementing insourcing either on time or within budget (van Vuuren & Crous, 2005). Project risks should be prioritised due to their nature and impact if such risks can materialise (National Treasury, 2021). The department must manage insourcing risk implementation risk to be within risk appetite and tolerance framework.

5.5.4.1.3 Sub-theme 3: Implementation re-reinforcement

The third and last subtheme for theme four was implementation reinforcement. The categories under this theme are monitoring and reporting, training, and awareness workshops. Opportunities for strategic improvement by changing the sourcing strategy might be missed if the advantages of insourcing are not recognised. Participants need to be able to identify these opportunities and consider insourcing as a viable option (Harrigan, 1984). Data collected from the participants indicates that one aspect of the insourcing being monitored by the departments is supplier performance regarding the service quality.

To assist the selected departments in addressing implementation challenges, such as stakeholders' resistance to insourcing talent implementation, the interviewed Participants recommended an integrated, process-oriented post-implementation programme. This programme should include monitoring and reporting, training, and awareness workshops.

Category 4.3.1 Monitoring and reporting

The study's findings revealed that ongoing monitoring and reporting are vital for the successful implementation of insourcing talent. Regular reporting and monitoring provide feedback on whether insourcing is implemented (Rossouw & van Vuuren, 2019). On-going reporting assists institutions in identifying the emerging risks of implementation before they

materialise (ISO, 2018). A well-documented reporting system is regarded as a reporting system for all implementation issues (Kang & James, 2004).

The following quote relates to monitoring and reporting:

Participant 6 said: *“Integrate the benefits management process, in particular, with the component of insourcing talent”*.

Participant 13 said: *“Involve the key stakeholders in the adaptation/ re-invention of the insourcing talent”*.

Participant 11 remarked that “reporting in our department is done at year-end, and improvement in this area is required. Regular and ongoing feedback by management is more vital than annual regulatory reporting.”

The researcher believes regular monitoring and reporting of insourcing talent should close the expectations gap. Reporting should be done monthly to the management and political head (MEC), quarterly and annually to governance structures, and must be audited by internal and external assurance providers. This is in line with Iodsa's assertions that governing authorities must be transparent in all their doings (IoDSA, 2016). Global Reporting Initiative (GRI), (2013) emphasises the need to report and communicate transparently and timely to all stakeholders.

Category 4.3.2 Awareness

The findings revealed that education, communication and workshops are the most effective ways to create awareness and overcome resistance to implementation. Awareness is defined as informing stakeholders of insourcing talent in their department. Kotter and Schlesinger (1979) suggest that training and communication should be done to assist stakeholders in understanding the project's logic. Workshops were proposed as an effective strategy implementation (Thompson, 2016).

The following quotes relate to awareness:

Participant 3 stated, "There is nothing that can supersede feedback and ongoing training sessions. Stakeholder participation feedback sessions should be held on a regular basis to provide stakeholders with progress on implementing insourcing and reflect on successes, failures, *and lessons learned. By doing this, stakeholders will feel valued.*"

Participant 6 said: "*Train the program members, particularly the participants, for a good understanding of the benefits of insourcing talent*".

Participant 21 stated: "*Lack of performance incentives in our department is one factor that undermines internal stakeholders to support the implementation. I think if the Head of the Department should introduce performance reviews and reward branches and sections with the highest implementation rate should assist.*"

Participant 24 recommended that: "I suggest that the implementation of an insourcing arrangement encompasses a range of technical, human resource, and business issues associated with the functions to be insourced, and these should be included during the training and awareness session."

The researcher believes that the department should communicate and train stakeholders to address the challenges of resistance and lack of awareness. Resistance to change is often linked to a lack of understanding and awareness (Thompson, 2016). Rossouw and van Vuuren (2019) suggest awareness programmes such as newsletters and training manuals. A newsletter is a useful tool in creating awareness of insourcing talent or any other government program.

5.5.5 What constructs are to be included in an insourcing talent framework that will assist the selected department to insourcing talent?

Table 30 provides questions, sub-themes, and categories related to research question one. The interview questions required the research participants to describe the current and existing insourcing talent practices at Gauteng Provincial Government selected departments.

Table 30: Summary of Theme 5: Insourcing talent process

Theme 5: Insourcing talent process	
Research Question: What constructs are to be included in an insourcing talent framework that will assist the selected department to insourcing talent?	
Sub-themes	Categories
5.1 Initiation phase	5.1.1 Motivations for insourcing
	5.1.2 Due diligence/need assessment
	5.1.3 Informing all stakeholders(Communication)
	5.1.4 Financial viability assessment (Cost-benefit analysis)
5.2 Planning phase	5.2.1 Insourcing talent plan (including strategy)
	5.2.2 Establishment of workstreams/Allocation of responsibilities
5.3 Execution phase	
	5.3.1. Staff Placement
5.4 After-care	5.3.2. Government continuity operations

	5.4.1 Stakeholder Management
	5.4.2 Knowledge Management
	5.4.3 Reconsideration

Source: Author's own

5.5.5.1 Theme 5: Insourcing talent process

The process is often referred to as activities or actions that produce an outcome (Lewis, 2005; Project Management Institute, 2013). Mahnke (2001) uses evolutionary economics to develop a broad model that attempts to explain four out of the five phases of the outsourcing process, i.e., the phases of preparation, transition, relationship management, and reconsideration. Mirani (2006), proposes a theoretical model based on the theory of Evolutionary Mathematics, aiming to explain the Relationship Management phase. Aubert *et al.* (2018) also proposed a model that combines the TCE theory with the theory of incomplete contracts to formulate a model that explains the phases of preparation and relationship management. The research of Gottschalk and Solli-Sæther (2015) processes three insourcing phases, namely preparation, relationship maintenance and reconsideration.

5.5.1.1 Sub-theme 5.1 Initiation phase

The data collected from the participants revealed that the insourcing process starts with initiation by affected parties, either internal or external role players. The phases include motivation for insourcing, communication, and financial and needs assessments. Drawing from the literature review, the step-by-step outsourcing process serves as a reference point for the development of the insourcing process steps. During the process of exiting outsourcing to insourcing, the last step is insourcing (Maelah *et al.*, 2010). Several activities enable organisations to switch from outsourcing services to insourced services (Zhu *et al.*, 2001; Greaver, 1998). The prominent activities are planning, risk assessment, need assessment, cost and performance analysis, employee placement, negotiation, implementation and transition management, oversight, assurance, reporting, monitoring and evaluation (own).

Category 5.1.1 Motivation for insourcing

Many motivation factors were identified and explained by participants. They cited, amongst others, cost-related factors, end-of-contract, risk exposures, non-performing service providers, technological factors, political factors and legislative factors. Motivating factors for insourcing have been generally divided into strategic and operational categories (Stentoft *et al.*, 2015). Strategic drivers include core competence, quality, and overall strategy, whereas operational drivers include unexpected costs and low wages (Stentoft *et al.*, 2015). Insourcing can also be decided by reactive and proactive approaches, where reactive measures are taken due to a failed outsourcing decision, or proactive measures see insourcing as a strategic shift (Bals *et al.*, 2016). However, Hartman *et al.* (2017) found that outsourcing decisions are more often proactive, whereas insourcing decisions tend to be more reactive.

Participant 4 said: *"It is very bad for the department that some of our external service providers are were involved in state-capture, which has resulted in negative publicity as a result damaging the reputation of the department in the eyes of the public and the world."*

Participant 6 said, *"The five-year outsourced security and cleaning contract with the current supplier is coming to an end. We are thinking of moving to insourcing for a new start."*

Participant 19 said: *"The main problem is the poor quality service and below-par performance of the current service providers. The department is pushing for change by replacing the service providers and trying a new insourcing model. We are hopeful that we won't be transferring the problems to a new arrangement of sourcing."*

Participant 20: *"The department's main problem is decreasing allocation and Increased cost of engineering and consulting services, which are currently outsourcing. The department cannot afford the service due to limited budget allocation and above inflation prices increased. Over ten years ago, when we entered into this contract it was very reasonable but now it is a different case altogether."*

Based on the participant's comments, the researcher concluded that the reasons provided are valid and justified for the department to move to insourcing. However, the reasons are not good enough to make such a big move. The researcher proposes that departments perform needs assessments and financial viability assessments and consult widely with all stakeholders. Wong (2008) argued that with strategic changes, organisations may find that

previously signed outsourcing contracts could no longer accommodate the expansion needs in a cost-effective and efficient way.

Category 5.1.2 Needs assessment/Due diligence

Data from the interviews conducted with the participants indicate that the selected departments perform some sort of due diligence and needs assessment before starting the insourcing process. This process covers both due diligence and needs assessment. Johnson (1997), Greaver (1998), Lonsdale and Cox (1998), Jensen and Heinzi, (2001), agree that it is critical to carry out an analysis of the business and environment to identify the need for outsourcing. The need will set the framework and the priority for project and activities. Accordingly, Francheschini *et al.* (2003) agree with the above authors that business strategic analysis should be the first step in outsourcing.

The following quotes relate to motivation for insourcing:

Participant 15 commented as follows: *We usually do regular audits with AGSA. So insourcing was a recommendation from the department based on the audit.*"

Participant 18 stated that: *"User department perform needs assessment and due-diligence excercises to determine insourcing requirement before submission to Accounting Officer for consideration".*

Participant 24 stated that: *"In some instances, the need for insourcing emanated from internal audits that uncovered the need to strengthen certain aspects of the department's performance with the audit recommending outsourcing".*

Participant 3 said: *"First of all, we have to initiate it at the planning level...we make sure that we do the needs assessment...to find out which services we actually require. the heads of branches do the needs assessment to determine branch needs, which are forwarded to us as senior management for discussion and then to the Accounting Officer for approval. And once we do this, we also do some survey in terms of finding out the possible cost so that we are able to allocate a reasonable amount of money to such a service once insourced."*

Participant 7 said: *"Insourcing was a recommendation from the department based on the performance auditors done by AGSA and Internal Audit to improve the performance of the department."*

Participant 6 mentioned: *“And once we do that (department the need), we also declare this need. Once it’s included in the work plan and approved, we go out to seek the officials in the market through the human resource department.”*

Participant 9 said: *“Branches are expected to advise the chief finance officer and human resource department in writing of the services they would like to insource during the planning process, and supporting such submission is a business case report (including needs assessment outcome).”*

Participant 3 said: *“Departments should conduct due diligence and need assessment before starting with the journey to move to insourcing from outsourcing”-*

Participant 4 commented: *“Our department should perform we do the assessment of needs with aim of unpacking the services insource”.*

Participant 16 argues, *“Risk Management is non-negotiable and it is performed to mitigate against undesirable results.”*

The researcher argues that lack of due diligence is the reason that current insourcing is slow. The needs of all stakeholders must be thoroughly assessed and evaluated to inform insourcing decision-making (Burke, 2017). Following the needs assessment, the department must perform financial viability through audits (National Treasury, 2022).

Category 5.1.3 Informing all stakeholders

It is important that communication be formalised to ensure effective and adequate communication with all stakeholders (Veltri et al., 2008). According to Bhagwatwar *et al.* (2011), timely communication with all stakeholders is required for awareness. Most of the participants emphasised the need to be kept informed. This communication should occur through the insourcing journey, and the benefits of such are many: buy-in, risk mitigation, knowledge transfer, and awareness.

The following quotes relate to communications:

Participant 7 suggested: *“To manage the risk of wrong or incorrect negative, in our department communication plan has been developed to address all insourcing talent queries”*

Participant 18 suggested: *“In communication strategies with all stakeholders especially the people directly affected is helping to gather insourcing support and calm the nerves of employees. This approach should assist our department to achieve objectives of insourcing.”*

Participant 23 recommend: *“A robust communication strategy is highly recommended headed by communications specialist”.*

Participant 24 stated: *“We recommend an establishment of insourcing helpdesk and publication of newsletter for ease of communication”.*

The researcher is of the opinion that sufficient communication is key towards implementation of insourcing successful. This was confirmed by all majority of the participants. This communication should be to all stakeholders and must be formalised and communication plan is suggested. Reporting to internal and external stakeholders provide view of insourcing and is recommended (Van Vuuren and Rossouw, 2019). Institution must communicate insourcing decision to current outsourcing partners to ensure smooth transition (Warner & Brown, 2005).

Category 5.1.4 Financial viability assessment

Following needs assessment is financial viability assessment which covers cost analysis, value for money and cost benefit analysis before embarking on the insourcing talent process. The broad aim of this exercise is to assess the financial sustainability and viability of the insourcing talent decision. Cost benefits analysis is a requirement for insourcing and outsourcing (Von Bary, 2018). Economic and financial viability must be assessed before the insourcing decision is made (Strate, 2011).

The following quotes relate to financial viability:

Participant 1 said: *“ As part of due diligence, the department performs cost benefits analysis using the tools provided treasury, the main aim is to assess the financial viability of insourcing”.*

Participant 3 said: *“several technical financial analysis are performed by CFO of the department supported by his team before submission to Audit Committee for recommending to Accounting Officer”.*

Participant 4 said: *“We looked at how much we were spending before and compare with proposal of insourcing such a service”.*

Participant 6 said: *“We perform comparative exercise with other departments to determine how much they are incurring on similar services and such outcome will influence the position of our department on whether to insource or not. The latest benchmarking done by our department on security indicated that it is cheaper to insource”.*

Participant 8 said: *“Our financial assessment relies too much on cost benefits analysis and benchmarking exercise against other state organs or departments”*

Participant 9 said: *“We start by looking at the current ratio of compensation of employees, the reason for this is that there is cap in the public sector of 35% to operational expenditure”.*

Participant 11 said: *“We base our financial viability assessment on prior year audit reports and assessment done by auditors. This is done because we are lacking skills to perform a credible assessment*

The researcher concluded that financial viability assessment is the one step that must be performed by all the department. The decision to insource or not depends on the outcome of the assessment. Financial viability solvency and liquidity of the department after insourcing decision (National Treasury, 2021). It is expected out the department that department must be able fulfil its day-to-day commitment after insourcing (South Africa, 2022)

5.5.1.2 Sub-theme 5.2 Planning phase

This phase was most talked about by all the participants and activities mentioned were insourcing team and plan (including strategy), Budget/ Costing, allocation of responsibilities, risk assessments. Stevens (2013) recommends that institutions should provide sufficient resources to support implementation of programs for any transition to succeed. Previously, other researchers concluded that a lack of budget and performance incentives are some of the challenges that may compromise implementation of initiatives of this nature (Koketso & Rust, 2012).

The insourcing plan has to be chalked out carefully taking into consideration all the risks involved and the impact on the ongoing operations of the company. The role of co-operation of the outsourcing vendor is critical here because the vendor has complete knowledge of the various steps that were followed when the outsourcing took place. It is important for the company to communicate and co-ordinate with the vendor because this will not only lead to early detection of risks involved but will also ensure that the insourcing process is completed quickly (Belcourt, 2006).

Category 5.2.1 Insourcing plan and strategy

The insourcing plan has to be developed carefully considering all the risks involved and the impact on the ongoing operations of the company. Co-operating with the vendor is critical when forming teams and making plans because the vendor was involved in the outsourcing process and has complete knowledge of the various steps that were followed when the outsourcing took place. The involvement of the vendor may as also speed up the insourcing process (Babin, 2011).

The team for managing the insourcing project has to typically comprise of executives, participants and technical staff from the client side as well as from the outsourcing service provider side (Bigley & Wiersema., 2002). The job of this team will typically involve analysing all the outsourcing project documentation to identify key steps and responsibilities during the knowledge transfer process (Bhagwatwar *et al.*, 2011). The involvement of all those responsible will play a critical role during insourcing.

The following quotes relate to insourcing plan/strategy:

Participant 4 mentioned: *“First of all, we must initiate it at the planning level...we make sure that we do the needs assessment...We involve the users, those are the heads of branches to find out which services we actually require. And what we do that, we also declare this need to the senior management of the department for discussion and for it to be approved and included in the work plan.”*

Participant 5 added that: *“The Accounting Officer conducts further analysis to determine if insourcing is feasible and the likely costs before approving the request and presenting it to the department management committee”.*

Participant 7 mentioned: *“We have to sit as management...evaluate the type of work, how much it would cost and then the pros and cons and look for a justification of why we to insource. Of course it has to include the costing, and what policies apply. And then we present it to the department management committee headed by MEC”*

The insourcing company must ensure that the outsourcing service provider returns all the properties of the company and continue supporting the company staff for the back sourcing work for a specified period till the company has reassumed all of its operations at a satisfactory level. A clause for this could be a part of outsourcing agreement. The outsourcing vendor's role in insourcing is critical and without the vendor's support the company is surely going to face a lot of challenges. Another issue is that of the employee roles and responsibilities during the insourcing. literature also indicated that implementation planning should ensure transparency, certainty and consistency (Badat, 2010). After insourcing decision making, insourcing plan must be crafted and adopted (Bals *et al.*, 2016).

Category 5.2.2 Formation of workstreams/Allocation of responsibilities

The findings of the study revealed the need to operationalise insourcing talent through formation of workstreams. Eight workstreams were proposed. The insourcing company has to ensure that the vendor returns all the property of the company and needs to support the company staff in the insourcing process. It is also essential to ensure that the employees being transferred back are feeling comfortable with the process because they are critical for the knowledge transfer process. In addition, a pre-estimation of roles and responsibilities should be defined for the employees, so they know what they are expected to be during and after the insourcing process (Usaf, 2018).

Employees are a critical component of the knowledge transfer process. Considering employee sentiments at the top should be the priority of the company. It is essential for the company to ensure that the employees being transferred back are comfortable with the entire process and that they don't have a feeling of job insecurity (Badenhorst-Weiss *et al.*, 2018). The company should also make sure that they have given their employees a prior estimate of what their roles and responsibilities during and after the insourcing are going to be. This is important because the insourcing process is all about knowledge re-transfer and the employees are an important part of it. That is why company has to take care that

employees do have a voice in this entire process and that the insourcing process is not overwhelming for the employees (Belcourt, 2006). Failing to do so could lead to employees who are not willing to be a part of any company projects and who want to look for jobs outside which are clear indications of knowledge integration failure.

All the participants suggested establishment of workstreams or task team to guide selected departments. The following quotes relate to workstream formations:

Participant P10 said: *“Our department uses a multidisciplinary team which involves management and union representation. Important here is a core management group that prepares ‘user-friendly’ documents and proposals for engagement”*

Participant 5 said: *“In our department six workstreams have been formed. This workstream are part of the project steering committee”.*

Participant 7 said: *“Head of department has eight workstreams to support him and report directly to Accounting Officer. The lifespan of workstreams is for period of 24 months”.*

Participant 5 said: *“Trade unions as representative of officials are being consulted throughout the insourcing talent process for several reasons such as”*

The workstream model is most suitable model to manage insourcing talent operational. The workstream establishment are equivalent to internal governance structure that can be used to involve all stakeholders as members of the workstream. Failing to manage important stakeholders can undermine an insourcing talent. Audit Committee is legislated committee, and its mandate is assisted the management and MEC to discharge their responsibilities by providing oversight on matters relating to control and risk (South Africa,1999). Risk Management Committee is management committee responsible for risk oversight chaired by independent chairperson (National Treasury, 2021). The team may consist of both, staff from the client side as well as from the vendor side, with the main task of analysing and identifying key steps and responsibilities during the knowledge transfer process.

5.5.1.3 Sub-theme 5.3 Execution phase

The third step in the insourcing process mentioned by participants was establishment of workstream and staff placement for government operations continuity. This phase is about

implementation of insourcing talent in the selected department. Implementation is the process of taking an idea and turning it into reality (AGSA, 2022). Insourcing implementation has five phases for this implementation approach to be successful (Project Management Institute, 2015) namely initiation, planning, execution, monitoring and controlling.

Category 5.3.1 Staff Placement

All the participants mentioned that employees are recruited from former outsourcing companies and outside market, then place in the positions against the current organisational structures aligned with job descriptions. An insourcing decision may involve both re-hiring previous employees and hiring new employees with expertise. Thus, the process in both cases will cause cost (Bhagwatwar *et al.*, 2011). Establishing an early plan regarding employee management may be important to consider in analysing insourcing related costs. Bhagwatwar *et al.*, (2011) stated that institutions must define hiring employee as part of strategy for ensuring that adequate resource as available and this defining involves appointment new employees or absorbing the employees from external outsourced partners.

An insourcing decision not only implies knowledge re transfer and re-integration achieved through IT infrastructure and employee re-transfer but could also involve hiring new employees. Typically, decisions related to in-house management of IT imply that a company must hire some people with expertise in that area to manage the in-house IT functions (Overby, 2005). Whatever may be the case, one of the critical goals of insourcing is cost benefits and hiring of new employees as well re-transfer of previous employees is going to be a cost incurring process. Establishing an early plan regarding the hiring of new employees and re-hiring of the transferred ones is an important consideration in analysing the insourcing related costs.

From the discussions, the following quote relates to staff placements.

Participant 15 said: *“One of the key activities in insourcing/reintegration is to bring employees into the job grading system”*

Participant 17 said: *“Our department uses Job grading system called the Pheromones, which does not cover the lower-level functions and activities that are being insourced”.*

Participant 13 mentioned that: *“Hiring strategy existence show department’s commitment to insourcing”*

Participant 18 said: *“Lack of a dedicated PMO participant is one of the key factors that influence insourcing adoption.”*

It should be noted that hiring and training employees can be time-consuming and expensive, and it can take a while for new employees to become proficient in their roles. Additionally, companies may need to invest in ongoing training. The strategy should cover amongst other communication of new roles and responsibilities, and capabilities requirements (Bhagwatwar *et al*, 2011; Wong, 2006).

Category 5.3.2 Government continuity operations

The study findings revealed that transiting from outsourcing to insourcing should not disrupt government business. The transition should be carefully planned and coordinated to avoid the risk of service disruptions. Hiles (2013) defines government continuity operations as a process to ensure that the government is not disrupted during the insourcing transition. Bhagwatwar *et al.* (2011) suggested that the receiving and transferring departments must back up all the systems before transferring any functions between the two parties. A business disruption event is not just an event that reduces the effectiveness of systems but an extraordinary event that causes a loss of critical business processes and impairs the Department’s capacity to achieve its rehabilitation objectives. It is an event or situation that exceeds the maximum tolerance period of disruption. A significant disruption event is where normal management is suspended (Burke, 2017).

The following quotes relate to government continuity operations:

Participant 5 said: *“All transfer whether it systems, services and processes must be supported by detailed planning to make sure that transition from outsourcing is not compromised.”*

Participant 7 alluded to: *“Before activating the BCP, the level of the impact must first be established. The maximum tolerate period of disruption must be determined for each critical function and is set at or*

above the point where there would be a significant impact on business objectives”.

Participant 16 mentioned: *“As soon as practical will information regarding the crisis communicated to staff. During office hours staff will be notified via email, if possible. Staff directly affected will also be contacted via phone/cell. After hours & during a power failure staff managers will activate the Calling Tree to inform staff or any other practical means. In addition to the central management of staff contact details within the department, each Director and Head of the department must ensure that their Staff contact details are regularly updated and available in the case of a disruptive event”.*

Participant 17 said: *“The Department recognises the need to develop, implement and maintain policies, programmes and procedures to assist in managing a business disruption. This will enable the department to develop capabilities that will assist in preventing, preparing for and managing a recovery from the impact of a disruptive event”.*

Participant 19 hinted: *“The department is committed to a risk-based business continuity programme which will enhance the understanding of disruption events, continuity planning, response management and increase staff vigilance and capabilities to work around business disruptions until full functionality is restored or a new mode of operation implemented. In the event of a disruptive business event, the department will be reliant on services delivered by other parties, including technology providers, shared service providers, and other departments and agencies. Therefore, the department’s business continuity arrangements will be developed in consultation”.*

The researcher believes that for the selected departments to be a going concern and continue to provide essential services during and after insourcing, a business or government continuity plan must be developed and implemented. According to Butler *et al.* (2021), for a department to conclude that insourcing did not fail, government functions must continue

unhindered. The transfer of functions from external service provider to in-house must be properly planned, tested, and coordinated to avoid disruptions ((Bhagwatwar *et al.*, 2011).

5.5.1.4 Sub-theme 5.4 After-phase

Gottschalk and Solli-Sæther (2005) have demonstrated that the Neoclassical Economic Theory may be applied to explain Macro and micro-level factors of the outsourcing process during the Reconsideration phase. Participants concur with the literature review; the categories cited are stakeholder management, performance management, Knowledge Management, and reconsideration. This phase refers to the post-implementation of insourcing and covers feedback sessions and support (Engelbrecht & Green, 2015). Strategies to be employed in this phase should include information and collaborations.

Category 5.4.1 Stakeholder Management

Most participants highlighted the need to manage stakeholders throughout the insourcing journey. The benefits of stakeholder management are reducing and eliminating the expectation gap. Stakeholder management is activities developed to interact with stakeholders (Project Management Institute, 2012). Burke (2017) suggested that institutions must develop appropriate stakeholder management strategies to ensure effective stakeholder engagement.

The following quotes relate to stakeholder management:

Participant 12 stated: *“To regulate and facilitate inclusive stakeholder participation and management, the department has developed an integrated stakeholder management plan. This plan covers type of engagement, manage and monitoring of such engagement”.*

Participant 14 said: *“The department holds imbizos during the insourcing talent process. The purpose of these imbizos is to provide updates and feedback to stakeholders to manage stakeholder expectations and resistance.”*

Participant 14 alluded: *“The department starts with identifying stakeholders using the stakeholder matrix. The head of communication is tasked with coming up with a comprehensive communication plan. This plan is put in place to ensure that information is communicated with all stakeholders timely.”*

The researcher believes stakeholder management is compulsory during insourcing talent and beyond. This should be informed by stakeholder management and a communication plan approved and adopted by the department (Burke, 2017)

Category 5.4.2 Knowledge Management

Capturing knowledge and experience about the outsourcing process might be important for insourcing. The knowledge and experience should include decisions and results during the insourcing process (Ko et al., 2005). Knowledge includes developing lessons learned, building communication mechanisms ensuring that intellectual property is secured, etc. Knowledge and experiences gained from outsourcing processes might be applicable to the insourcing process and, therefore, help the process to develop conveniently. When considering insourcing it is important to understand who the stakeholders are the decision will impact (Veltri et al., 2008). Stakeholders will be impacted differentially by the decision

The following quotes from the semi-structured interviews relating to core elements:

Participant 22 said: *“Governance documents such as policies, procedures and plans should be in place to provide guidance and ensure consistency. The developer should be sponsored by the Office of Premier and adopted by the Accounting Officer for implementation.”*

Participant 6 said: *“The implementers of insourcing talent should identify drivers and barriers of insourcing talent.”*

Participant 7 said: *“Governance documents such as policies, procedures and plans should be in place to provide guidance and ensure consistency. The developer should be sponsored by Office of Premier and adopted by Accounting Officer for implementation.”*

Participant 9 said: *“Executive sponsorship is very crucial. The insourcing talent affects most processes in a department, so having the support of its political and administrative leadership is important in establishing a well-funded and sustainable insourcing program.”*

The researcher believes that knowledge transfer should cover both insourcing and outsourcing processes. Furthermore, knowledge should be shared throughout the process

with all affected stakeholders. Transferring knowledge gained during outsourcing and insourcing for lessons learned and improving for future decisions is critical. The most important knowledge to be transferred is the reality of making insourcing a reality (Epstein, 2005).

Category 5.4.3 Reconsideration

Furthermore, some of the participants mentioned that the move from insourcing to outsourcing brought about changes in the way the selected departments operated before insourcing. For this reason, an extensive change management plan and subsequent intervention are crucial.

Insourcing involves a third party and, for example, employee layoffs, it is necessary to implement information security procedures to safeguard the company's sensitive data. Since insourcing is a process in which all IT systems are transferred back from a third party, it is necessary to implement information security procedures (Jombe & Pretorius, 2022). Also, since insourcing might involve employee lay-offs, the company must implement proper system security and password protection techniques to safeguard company data from such disgruntled employees.

The insourcing process might take a long time, often months, and it may affect not only the financial sheets in the short term but also a company's efficient operation for a short period. Hence, it is important that the insourcing process is managed carefully so it does not drastically impact day-to-day performance (Jombe & Pretorius, 2022).

The entire process of insourcing must not drastically affect the company's day-to-day operations. In most cases, the IT systems, in some way, will be related to the regular business processes of a company. So, the insourcing project must be planned to always have backup systems to handle daily operations (NT, 2022). The insourcing process is also expected to be long, often lasting months. This means that the insourcing plan will not only show its effect on the financial sheets in the short term but also might affect the company's efficient operation for a short period. The insourcing process might also be treated as a

project itself. Typical project implementation techniques like the phased pilot project implementation could be used to make the sourcing process easier.

The following quotes from the semi-structured interviews relating to reconsideration:

Participant 5 mentioned: *“There is a workstream that deals with change.”*

Participant 8 said: *“Best practices on change management and communication will be reviewed and disseminated to Departments on a regular basis.”*

Participant 8 said: *“Change management in our department run parallel with entire insourcing talent process.”*

Participant 8 said: *“Several people are involved in monitoring the function and these stakeholders are consumers, trade unions, internal and external auditors, legislature and broad management of the department.”*

Participant 9 said: *“We have a work stream leader who checks who is part of the department. Every day, he/she looks at what insourced officials are doing...inside and outside. So he/she is really monitoring.”*

The researcher concurs with the last phase, called the after-phase. The phase affords the department an opportunity to report and self-evaluate whether the decision of insourcing must be terminated or maintained. The after-phase is about developing strategies to promote past recognition and future involvement (Engelbrecht & Green, 2015). It is facilitated by constant communication and feedback session (Pinkus, 2005)

Summary of Theme Five:

The data provided by the participants indicates that the insourcing process starts with due diligence and needs assessment conducted by consumers of services called branches or programs that are communicated to the Head of the Department for approval. The research participants specified that departments should engage in some form of needs assessment as part of pre-evaluation before embarking on insourcing. Insourcing talent is characterised by a significant change in how institutions source talent. Poor handling of change management might lead to insourcing talent failure. The failure to prioritise change management is a recipe for disaster.

5.6 EMPIRICAL RESULTS ASSOCIATED WITH DOCUMENT REVIEW

The following themes were identified, which were incorporated into the document reviewed.

- For Theme One: All the services and functions strategic and not peripheral to the departments should be insourced (Chandra & Kumar, 2000; Hancox & Hackney, 2000). A framework is required to facilitate the insourcing of such factions
- For Theme Two, macro and micro-level factors are used. Cost reduction, core competence management, and alliance exploitations were identified as among the key macro and micro level factors (Gottschalk & Solli-Saether, 2015)
- For Theme Three, insourcing talent stakeholders include management, officials, politicians, the community, and current external service providers. Honouring commitments, minimising lies, respecting others, and mitigating against harming others are four stakeholder theory principles (Lacity & Hirschheim, 2000).
- For Theme Four, insourcing talent implementation strategies are training and awareness, and the creation of effective communication is necessary to ensure that insourcing succeeds (Stevens, 2013).
- For Theme Five, the insourcing talent lifecycle starts with preparation, followed by employee selection and contracting, and with stakeholder relationship and sourcing model maintenance at the end (Yahnhong, 2011). The department should benefit from following this process, and establishing quality relationships with all stakeholders is crucial during implementation and beyond.

5.7 CONCLUSION

This chapter focused on the data analysis and the presentation of findings. The study findings from six case studies were presented and discussed in Two sections: findings from qualitative research semi-structured interviews with participants and institutional insourcing-related documentation. The data from semi-structured interviews were analysed using thematic analysis techniques, and seven preconceived themes emerged from the research data. The thematic data analysis method identified and discussed themes, sub-themes and categories. The identified themes, sub-themes, and categories are key elements in developing and implementing an insourcing talent framework for selected departments of Gauteng province. The interview data were triangulated with the document analysis and literature reviewed. As a result, the four objectives of this research were met.

The chapter also discusses and explains the demographics of the participants and the sample size and thoroughly explains the participant's responses to research questions. Some 24 participants were interviewed, including eight sector participants and eighteen selected departments. The themes, sub-themes and categories identified in this study assisted in developing an insourcing talent framework to guide the implementation of insourcing in the selected department of Gauteng province.

The next chapter discusses the interpretation of findings and aligning them with the five research objectives.

CHAPTER SIX

INTERPRETATION OF FINDINGS

6.1 INTRODUCTION

This chapter presents the interpretation of the results, followed by the recommendations in the next chapter, which include the proposed insourcing talent framework for selected departments. The findings are based on a qualitative study and emanate from face-to-face, semi-structured interviews obtained from 24 participants. Moreover, the interpretation of the study's results is based on a thematic analysis of data from semi-structured interviews and document reviews. The results are interpreted according to the objectives listed below, which are synonymous with the study themes. The interpretation involves summarising the study findings, comparing the findings to existing literature, and providing the researcher's viewpoints with the findings.

6.2 RESEARCH QUESTIONS AND OBJECTIVES

The following are the research questions that forms the core of the study.

6.2.1 Main research question:

This study tries to find a solution to the following question: How can an appropriate insourcing talent framework for the Gauteng provincial government of South Africa be developed and implemented?

6.2.2 Sub-questions:

Sub-questions that formed part of this study:

- 1.2.2.1 What are the current insourcing talent practices at Gauteng Provincial Government selected departments?
- 1.2.2.2 Which macro and micro level factors are crucial for insourcing talent in the selected department within the Gauteng Province Government?
- 1.2.2.3 Who are stakeholders and which roles do they in insourcing talent within the selected departments in Gauteng Province?
- 1.2.2.4 In what ways should insourcing talent manifest for selected departments in Gauteng Province?

- 1.2.2.5 What constructs should be included in an insourcing talent framework that will assist the selected department in insourcing talent?

6.2.3 Research objectives

The secondary objectives that will form part of this study, supporting the primary objective of developing, implementing and validating the insourcing talent framework for selected departments in Gauteng province:

- To investigate the existing insourcing talent practices in selected departments in Gauteng province of South Africa.
- To determine and evaluate the macro and micro level factors of insourcing talent framework for Gauteng Province Government
- To identify stakeholders and their roles/responsibilities in insourcing talent within the selected departments in Gauteng Province
- To suggest ways for insourcing talent to be implemented for selected departments in Gauteng Province.
- To determine constructs to be included in an insourcing talent framework to guide selected departments during the insourcing of talent.

6.3 INTERPRETATION OF FINDINGS

Chapters Five and Six, Findings and Discussion, discuss this thesis's findings in detail. The major points and how they relate to the research objectives set initially for this research are summarised below.

6.3.1 Objective 1: Evaluate the current insourcing talent practices at Gauteng Provincial Government selected departments (Synonymous to Theme 1: Insourcing talent framework)

Objective One (1) is synonymous with Theme One (1) and its sub-theme, which are focused on evaluating current insourcing talent realities whilst looking at the possibility of an insourcing talent framework. The objective, which is synonymous with the first theme, relates to the possibility of developing an insourcing talent framework and the critical constructs of what an insourcing talent should consist of. The study findings clearly indicate that there is currently no insourcing talent framework to guide the selected departments in Gauteng

province in implementing insourcing talent. Therefore, an insourcing talent framework for selected departments must be developed, implemented, monitored and maintained. As reported by Office of the Premier (2022), all the departments in the provinces lack a proper framework on insourcing to guide implementation and transition from outsourcing to insourcing. Hence, a comprehensive insourcing talent framework is desirable to provide direction on implementing insourcing. The framework has a greater role to play in both managing and implementing insourcing talent in the selected department as it regulates projects and practices (DiMaggio & Powell, 1991).

The selected departments have not fully insourced all the auxiliary services, and there is no formal framework to guide the department during the process of insourcing talent. Developing the insourcing talent framework is necessary to support the department during initiating, adopting and implementing the insourcing talent process. The department has full insourcing IT talent, and auxiliary services such as cleaning, security, and catering are outsourced. Objectives One and Four can be linked to this finding since they identify the need to develop a formal framework of insourcing, identify strengths and weaknesses of the current insourcing practice, and develop an industry-specific talent framework for the provincial department. Consequently, developing an implementable insourcing talent framework is essential, and this study has met objectives one and four.

The above observation is supported by a government legal and regulatory framework in the form of the Labour Relations Act to guide the process during talent attraction, not insourcing. The Framework has been developed in terms of the prescripts. Furthermore, insourcing policies and guidelines or frameworks that selected departments can use to insource talent do not exist. The lack of guidance to the selected department on how to insource talent has affected the adoption and implementation of insourcing talent.

Murphy and Leonard (2016) claim that many insourcing talent frameworks are available, but most are not applicable to small business environments. They also argue that researchers have not addressed this paucity by developing a more user-friendly, specific, and simpler 'fit-for-purpose' framework for small businesses. Therefore, this supports the need to develop an insourcing talent framework specific to selected departments.

6.3.2 Objective 2: To determine and evaluate the macro and micro level factors of insourcing talent framework for Gauteng Province Government (Synonymous to Theme 2)

The second objective was to determine and evaluate the core elements of the insourcing talent framework. The talent insourcing framework could be defined as components within a department that set out the department's approach to insourcing talent. The findings of this research are aligned with findings from the literature study. The study revealed that the framework addresses strategy, objectives, governance, policy, roles and responsibilities, compliance risk appetite, process and techniques and reporting. These findings confirm the Hartman et al. (2017) assertions that micro and macro-level factors trigger insourcing decisions. Developing, implementing and maintaining insourcing talent-related objectives and the activities, policies, procedures, processes and practices to achieve insourcing objectives; and direct, guiding, contributing to, facilitating, enabling or supporting related practices and activities. The proposed framework should ensure that risk and impact assessment is performed, insourcing manuals are crafted and distributed to stakeholders, procedures and a system to process insourcing requests are developed, and internal awareness training is conducted.

Participants believe that the current informal insourcing talent process and the existence of barriers are why insourcing talent is not adopted and implemented in their departments. Key to the successful implementation of insourcing talent is the establishment of the insourcing talent process, macro and micro-level factors, and addressing the barriers to insourcing talent. Objective Two can be linked to these findings since it gives insight into what departments can do or not during the insourcing process.

The study identified the critical success path of insourcing and provided practical strategies to address barriers and challenges of insourcing talent in departments. The view of participants that insourcing talent practice framework, addressing barriers and identifying Macro and micro level factors is very interesting, and the study concludes that including this element in the framework is critical. Consequently, the crucial elements of the insourcing framework should be the insourcing talent process, a clear mission and vision (in the form of motivating factors and Macro and micro level factors), stakeholders, and identifying as well as addressing barriers of insourcing talent. These elements constitute part of the

insourcing talent framework obtained from the research and should be included in the insourcing framework before adoption and implementation. Therefore, objective one has been met in this study.

6.3.3 Objective 3: To identify stakeholders and their roles/responsibilities in insourcing talent within the selected departments in Gauteng Province. (Synonymous to Theme 3: Insourcing talent stakeholders and their roles)

Regarding the third objective, the identification of stakeholders and role clarification are highly recommended. Participants from selected departments recognised that one of the macro and micro level factors of insourcing talent is the role of stakeholders. However, there is a lack of role clarification and a weak governance structure, hence the recommendation to perform stakeholder analysis. The lack of a stakeholder plan caused uncertainty and confusion amongst the stakeholders, resulting in low implementation of insourcing talent by selected departments. The study suggests that several stakeholders, particularly the workstream, should be involved in insourcing talent.

Influenced by literature review and stakeholder's theory, the study identifies internal and external stakeholders (including governance structures) as a key element of the insuring talent framework. A stakeholder is a group or individuals involved in an insourcing process (Coetzee, 2019). The importance of stakeholders when a department embarks on insourcing talent cannot be underplayed as the stakeholders play a crucial part in insourcing talent (Lusinga & Fairhurst, 2020). Examples of stakeholders identified by the participants include management, employees, suppliers, assurance providers, support departments, society and community, and lawmakers. Participants acknowledged that the competing and different needs and interests of stakeholders are among the causes of the slow implementation of insourcing talent; ignoring the stakeholder's interests and needs is not advisable. Objective three is linked to this finding, and the objective was met.

In identifying the stakeholders and their roles, a threshold level was established that serves as a criterion to separate implementers from management and oversight. In the public sector, implementers must possess certain traits and skills to effectively implement insourcing talent.

The findings further show the selected departments with the assistance of the Office of the Premier, Provincial Treasury, and Department of Public Administration, should review their current organisational structure to cater for new staff members, job evaluation, review job descriptions for existing officials, recruitment policies, and establishment of a new unit to manage insourcing talent after consulting with the trade union. The role of the treasury will be to ensure that the new position and unit are adequately and sustainably funded. The office of the Premier and Department of Public Administration's role will be to review and approve the organisational structure review.

The table below contains the proposed stakeholder and their roles. The findings are divided into ten subsections and are subsequently discussed.

Table 31: Stakeholders and their roles

Stakeholders	Involvement	Phase in insourcing talent process
Legislature		
Legislature	-Adopt the insourcing policy and approve the legislation. -Monitor performance	All phases
Portfolio committee	-Manage the implementation of the strategy. -Facilitates the process of benchmarking and collaboration with other departments -Review and monitor the implementation of the insourcing talent	All phases
Executive Council	-Provides strategic awareness and manages the development of insourcing talent policy	All the phases

	-Promotes stakeholder awareness and satisfaction	
Finance Committee	-Facilitate the development of a long-term vision regarding the insourcing talent. -Optimum and equitable service delivery	All the phases
Officials		
Head of departments	-Policy and procedures approval -Ensure the implementation of the insourcing talent. Communicates with the Members of the Executive Council and Senior management personnel. -Clarifies goals, targets and work expectations of the executive Senior management personnel, other senior participants, line participants and individual employees.	All phases
Corporate Services	-Process sponsor -Implement the departmental business or operational plans and monitor the individual performance plans Provides an objective basis upon which to reward good performance and correct under-performance	All phases
Risk Management unit	-Identification, assessment and monitoring of related risks	All phases
Internal Audit Units	-Provide assurance on insourcing talent controls -Assess the functionality and legal compliance of the insourcing	All phases

	-Enhances the credibility of the insourcing and strategic plan. -Enhances the status and role of Internal Audit	
ICT department	-Automation of process	All phases
Community or public		
Trade Unions	-Inform the identification of community priorities. -Public involvement in service delivery of the department -Provide a platform for the community or public to inform and communicate with Council	All phases
Public Service Commission	-Facilitate compliance to insourcing talent requirements. -Provides advice and support departments -Support to departments in the implementation of insourcing talent	Monitoring
Auditor-General of South Africa	-Ensure legal compliance. - Provides warning signals of under-performance which can provide proactive and timely interventions	End of process
Audit and Risk Committee	-Independent audit on legal compliance and quarterly performance reports -Provides warning signals of under performance	All phases
National and Provincial Treasury	-Prescribe relevant legislation. - Provides insourcing talent advice. -Evaluate insourcing talent. - Provides information and advice	All phases

6.3.4 Objective 4: Develop a strategic model to implement insourcing talent at Gauteng Provincial Government selected departments (Synonymous to Theme 4: Strategies to implement insourcing talent)

Objective four (4) is synonymous with the fourth theme, which is concerned with determining the implementation strategies of the insourcing talent framework to mitigate against insourcing talent risk of failure. Following objective three, apart from the initiation and adoption of insourcing talent, the study identifies implementation and post-implementation processes amongst the macro and micro of insourcing talent and should be included in the insourcing framework. Participants believe that lack of comprehensive implementation and change management plan, adequate awareness and training are why insourcing is not implemented in their department. These findings align with the study's conclusion by Koketso and Rust (2012), which is that implementation is necessary to assist departments in successfully implementing insourcing.

The study alludes that neglecting implementation strategies is having a negative impact and should not be ignored. Stevens (2013) recommends that institutions provide sufficient resources to support the implementation of programs for any transition to succeed. Participants suggested that the development of a comprehensive implementation plan, awareness sessions, and aftercare activities should assist their department during the implementation of insourcing talent. Objective four can be linked to this finding since it gives insight into implementation strategies to address the issues of slow implementation, as highlighted in Objective three findings above (section 6.3.3), and improves the chances of successful implementation of insourcing talent.

The author defines insourcing talent risk as non-implementation by a department, not achieving the desired result, and (own). The findings show that there is currently no implementation program specific to the implementation of insourcing talent in the selected departments. The absence of an implementation plan negatively affects insourcing talent. Developing an implementation plan for selected departments should be prioritised to guide the adoption and how the selected department should implement insourcing talent. The study recommends that the selected departments consider developing a comprehensive

implementation strategy. The strategies suggested are a workstream focusing on implementation, funded implementation plan, change management plan and monitoring of implementation progress by the Audit Committee, Portfolio Committee, Department of Public Administration, Public Service Commission, National Treasury, Office of the Premier, MEC, assurance provided by external auditors and Internal Auditor.

Furthermore, the study recommends that implementation should be a key performance indicator in the organisational annual performance plan and performance contracts of the Head of Department and senior management. The proposal should assist in holding senior management accountable for the non-implementation of insourcing talent. Therefore, this supports the need to develop an implementation program specific to insourcing talent for selected departments.

The implementation plan should be linked with prior public sector reform initiatives. This will allow the insourcing improvements envisaged by this Policy Framework to build upon, complement and consolidate previous reform efforts. As far as possible, the insourcing talent framework should incorporate and consolidate existing insourcing initiatives in the three spheres, aligning them to the overall aims of the government. Many national departments have taken the lead in fostering a culture of monitoring and intervention in sub-national spheres.

Therefore, implementing the insourcing talent framework does not start with a clean slate; rather, it should recognise and build upon these initiatives. The implementation plan should thus be evolutionary. The roles and responsibilities of each stakeholder should be clearly defined and related to their mandate. Insourcing resources are extremely limited across the South African public service. The scarce resources available must be harnessed for optimal impact, avoiding unnecessary duplication and omissions of key interventions. Effective coordination of efforts is of paramount importance.

The implementation plan should adopt a differentiated approach across spheres and sectors. Although all spheres of government have a common interest and objective in contributing to whole-of-government performance, it must be borne in mind that the operating context of each sphere is very different. To be feasible, any implementation plan

has to be sensitive to these nuances. The administrative burden of compliance across government should be minimised. Implementation milestones must be linked to existing capacity and the ability to build capacity over the medium term. Overlapping responsibilities (for example, concerning concurrent functions) tend to result in multiple reporting lines. Provincial government departments, especially departments, incur substantial compliance costs in reporting the same information in many different formats to stakeholders. To this end, streamlining reporting lines and information sharing is vital, although each data source should have a designated owner.

While the insourcing talent Policy Framework sketches the ultimate destination at which all public sector departments will converge, it must always be borne in mind that capacity varies markedly across spheres and geographic jurisdictions. While capacity should not dictate the normative long-term ideal for government, it must be factored into implementation plans and risk managed accordingly. Where IT solutions support insourcing systems, the emphasis will be on systems integration and ease of data interchange. The insourcing talent Policy Framework seeks to embed a performance management system within public sector organisations which articulates with other internal management systems. In this context, the term system refers to the policies, strategies, structures, processes, information flows, and accountability relationships that underpin the practice of insourcing across government. This may or may not be supported by IT software and other tools. If this is the case, the emphasis is on systems integration and interoperability.

Monitoring and the development and enforcement of statistical standards are important pre-conditions for effective evaluation. The sequence of implementation will focus firstly on creating a culture of monitoring service delivery and then feeding back into participant action. Simultaneously, the definition of statistical standards will be concluded with interventions to convert departmental data into official data. Improvements in the quality of data, information, and knowledge creation will then lay the foundations for more effective evaluation practices.

Regular review of the implementation plan against milestones Implementing the insourcing talent Policy Framework will undoubtedly be a learning process. Doubtlessly, implementation challenges, unforeseeable at this time, will arise. Mechanisms need to

respond to these challenges, engage with relevant stakeholders, and modify the implementation plan if required.

6.3.5 Objective 5: To determine constructs to be included in an insourcing talent framework to guide selected departments during the insourcing talent from the empirical study (Synonymous to Theme 5)

Objective five (5) was concerned with determining constructs to be included in an insourcing talent framework to guide selected departments during the insourcing of talent (the proposed framework is discussed in Chapter 7). The major contribution of this study is the development of the framework and the closing of the limited insourcing prior studies gap. The study confirms that work done by Gottschalk & Solli-Sæther (2015) that the insourcing process should cover three insourcing phases, namely preparation, relationship maintenance and reconsideration. The study proposes four phases of the insourcing talent framework that adopts resource-based, transaction cost and competence-based theories. The four phases are pre-engagement, planning, implementation, and post-implementation (PPIP), as presented in Chapter Seven of this study. In their research on information system knowledge transfer and reintegration, Bhagwatwar et al. (2011) developed a nine-stage framework for the insourcing process. Their framework is very similar to the framework developed by Overby (2005). The steps describe the process after making the insourcing decision, focusing on reintegration issues in identifying strategic options for successful insourcing decisions. We understand the steps are applicable for a business environment focusing on services, in this case, IT services. However, there is still a lack of research about the manufacturing side, and as manufacturing companies back source not only products but also services, we believe this framework may provide a good insight for their study.

6.4 INSOURCING TALENT FRAMEWORK COMPONENTS

Based on the interpretation of findings, below are the five core dimensions of the proposed framework:

Table 34: Insourcing talent framework components

Insourcing Phases	Theoretical underpinning	Macro and Micro factors	Stakeholder roles	Talent management value chain
• Pre-engagement, • Planning, • Implementation, and • Post-implementation (PPIP) phases. These phases structure the operationalisation of insourcing talent	Drawn primarily from: • Transaction Cost Economics (TCE), Stakeholder Theory • Resource-Based Theory (RBT), and • Core Competency Theory (CCT) NB: providing justification for internalisation decisions, optimal use of resources, and organisational capabilities	• Fiscal constraints, • skills shortages, • organisational culture, • legislative support, • and stakeholder alignment	• Defines roles of Provincial Departments, • Treasury, • Shop Stewards, Executives, and • oversight bodies.	• Talent acquisition, • development, • retention, and • succession planning—as guided by Talent Management theory and aligned with Outcome 12 of the NDP

Figure 34: Framework components (Source: Own)

The advantages of this framework are discussed below (Prikładnicki et al., 2016; Cronk & Sharp, 1995)

- Actionable: Clearly guides departments on *how* to implement insourcing.
- Customised: Contextually grounded in South African public sector.
- Theoretically robust: Links each stage to an appropriate theory.
- Empirically informed: Derived from thematic analysis of interviews with 24 relevant stakeholders.
- Strategic & Operational: Balances high-level strategy and daily HR execution

6.4 CONCLUSION

The interpretation of the results was addressed in this chapter against the semi-structured results, current literature and applicable theories. The five objectives of this research were to investigate the development and implementation of insourcing talent in selected departments of Gauteng Province. All five objectives were aligned to five themes identified in prior chapter five. Objectives 1-5 were achieved by conducting a literature review and semi-structured interviews. The last objective, five, was achieved by developing an industry-specific insourcing talent framework. Therefore, all the four objectives were met. Resource-based theory, transactions cost economics, core competency theory and stakeholder theory lenses were used to analyse the data collected.

The next chapter discusses the proposed framework for insourcing talent and stakeholders.

CHAPTER SEVEN

PROPOSED INSOURCING TALENT FRAMEWORK

7.1 INTRODUCTION

This chapter reflects upon this study's recommendations, contributions, and conclusions. In the previous chapter, significant findings were discussed and interpreted. This was followed by a new insourcing talent framework to guide the department during the initiation, adoption, and implementation of insourcing. This chapter provides recommendations for further research, practical implementation, and study contributions and conclusions. This chapter also provides the limitations and implications of the study.

7.2 RESEARCH QUESTIONS

The following are the core research questions of the study.

7.2.1 Main research question:

This study tried to provide solutions to the following question: How can an appropriate insourcing talent framework for the Gauteng provincial government of South Africa be developed and implemented?

7.2.2 Sub-questions

Sub-questions that formed part of this study:

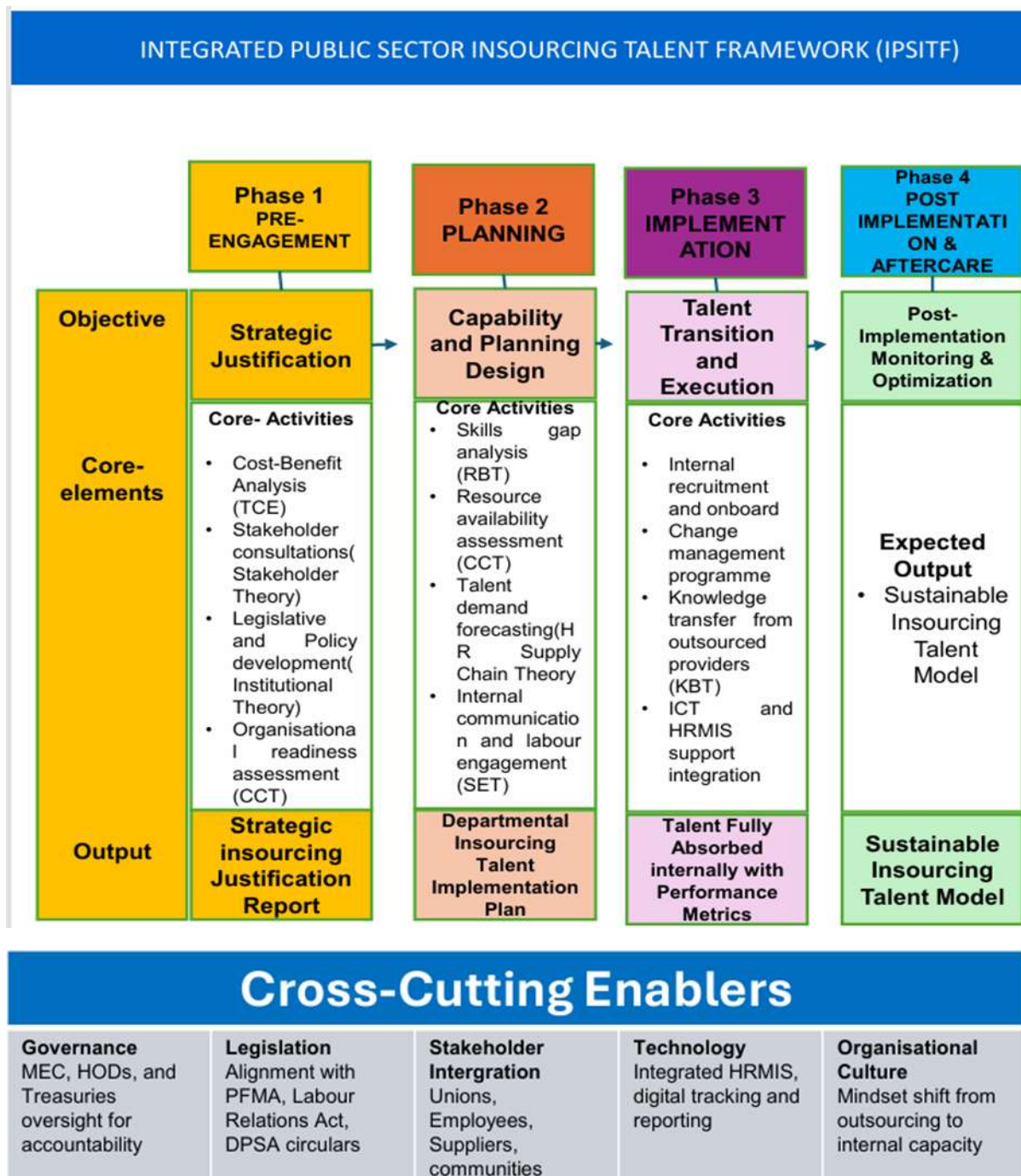
- What are the current insourcing talent practices at Gauteng Provincial Government selected departments?
- Which elements are critical for insourcing talent in the selected department within the Gauteng Province Government?
- Who are the stakeholders, and what roles do they play in insourcing talent within the selected departments in Gauteng Province?
- In what ways should insourcing talent manifest for selected departments in Gauteng Province?
- What constructs should be included in an insourcing talent framework that will assist the selected department in insourcing talent?

7.3 Proposed Integrated Public Sector Insourcing Talent Framework (IPSITF)

This section conceptualises an insourcing talent framework for a selected department in the Gauteng Province of South Africa (Figure 21). This study recommends that selected departments in Gauteng adopt and implement this framework to guide the insourcing talent process. The framework considers existing practices (systems and processes) and barriers, associated theories, stakeholders' needs and interests, and prior studies to ensure the success and sustainability of insourcing talent in the public sector. The four phases of the proposed framework are Pre-engagement (P), Planning (P), Implementation (I), and Post-implementation (P).

This framework is ideal because it is empirically grounded (based on findings from 24 semi-structured interviews), it integrates both theory and practice, It is customised for the public sector in South Africa, addressing unique provincial challenges in Gauteng, and It considers sustainability and financial viability, critical concerns in public HR strategy. The envisaged outcomes of the framework are improved service delivery, internal talent retention, Reduced outsourcing expenditure, Greater alignment with NDP Outcome 12, and Enhanced institutional capacity and accountability.

The key elements of this framework include process, people, strategy setting, enterprise-wide assurance, and oversight. Process refers to the fact that insourcing talent is not an event but a series of activities with several role players, namely employees, management, politicians, auditors, parliament and other key stakeholders mentioned in Chapter 5. To implement insourcing successfully, the department should set a mission and vision, and insourcing should be institutionalised department wide.



Integrated Public Sector Insourcing Talent Framework (IPSITF)

Source: Own

Figure 21: Pre-Engagement, Planning, Implementation and Post-Implementation (PPIP)

Following the information in Figure 21 above, the four phases and their elements are discussed in detail.

Phase 1: Pre-engagement (P)

The objectives of these phases are to justify internal capacity over reliance on external parties (outsourcing), and establish need, feasibility and readiness for insourcing. This phase involves determining the insourcing policy direction, cost-benefit analysis, stakeholder consultations or participation, legal framework development, reviewing or introducing new insourcing regulations, risk management, development of an insourcing strategy, organisational readiness assessment, and identification of stakeholders and needs identification. Included in this phase is financial assessment and public participation. Stakeholders are identified and assigned specific roles associated with insourcing. The insourcing talent strategy should cover the objective, scope, focus area, insourcing model and criteria of insourcing. The Executive Authority should approve the strategy. The expected output of this phase is strategic insourcing justification report Transaction Cost Economics theory as a theoretical link.

Phase 2: Planning (P)

The main objective of this phase two is to build internal capacity, capability and planning design, and strategic alignment. The core activities of planning are Skills gap analysis, resource availability assessment, talent demand forecasting, internal communication & labour engagement, and defining KPIs, roles, and structure. After the development and approval of the insourcing talent strategy, an insourcing plan should be developed. The plan should cover the resources needed to insource, the insourcing work program, the formulation of the governance structure, and the final approval of insourcing talent. The governance structure to be introduced includes workstreams, an audit committee, an internal audit, a portfolio committee, a provincial standing committee on public accounts, and a legislature select committee on insourcing. The expected output of this phase is SMART implementation plan. SMART stands for Specific, Measurable, Attainable, Reacheable, and Time bound (King & Malhotra, 2009).

This phase also involves approving and adopting insourcing talent by appropriate structure based on work done during the pre-engagement and planning phase. Public sector regulations require amendments to regulations to be approved by the provincial legislature, the political head should approve policies, and the Head of the department should approve procedures.

Phase 3: Implementation (I)

The main reason of this phase is to operationalisation of insourcing as programme of government and seamlessly migrate from outsourcing to insourcing. Insourcing implementation involves internal recruitment, onboarding, change management, knowledge transfer from outsourced providers, induction, performance alignment, and integration of ICT and HR systems (Jacobs, 1994). Phase three (3) deals with the implementation mechanisms proposed by this study. The expected output of this phase is talent fully absorbed internally with performance metrics with Core Competency and Capability Theory as theoretical link.

The phase involves implementing insourcing talent and how the process is employed with the current department set-up and environment. Although implementation is vital for successful strategic decisions (Brown & Potoski, 2003a), most strategic decision models do not include implementation (Andrews *et al.*, 2009). However, decision failure is more closely associated with implementation than decision-making (Nutt, 1989). The implementation phase is more detailed, challenging, and organisation-specific than the decision phase. It includes more actors, faces more conflict and tension, resistance to change is unavoidable, and careful planning and ample resources cannot guarantee success (Bryson & Anderson, 2000; Daft, 2001). Hence, organisations must implement mechanisms to roll out and monitor implementation to obtain success. Incremental implementation and performance monitoring help ensure that outsourcing decisions are implemented across the organisation smoothly and produce the expected outcomes.

Gradual roll-out or incremental implementation enables the organisation to learn from experience and adapt. Organisations applying this mechanism by implementation on a trial basis (piloting), adjust organisational processes and systems, allure the cooperation of participants and employees, learn about managing the relationship with suppliers, and acquire knowledge for sustaining use (Boyne *et al.*, 2005; van Buuren & Loorbach, 2009). By gradual roll-out, organisations learn from their own experience and the experiences of others (consultants, early adopters, users) to attain implementation effectiveness. Using the internal and external sources of learning informs participants to overcome obstacles to implementation, lay down the technical and social groundwork, build and manage

relationships with suppliers, and address the sources of resistance to change (Dibbern *et al.*, 2004; Greve, 1995).

Phase 4: Post-implementation (P)

This phase is about longevity and sustainability of insourcing over short, medium and long-term. The core activities of this phase include continuous performance evaluation, talent retention and development strategy, review of cost savings and efficiency gains, and policy updates and realignment. Phase four (4) is the post-implementation process which includes performance monitoring, reassessment and aftercare. The expected output of this phase is sustainable insourcing talent model with Stakeholder and Social Exchange theory as a theoretical link. This phase involves assessing and monitoring to determine the extent to which the insourcing talent is implemented correctly, operating as intended, and producing the desired outcome concerning meeting the requirements. Monitoring and assessing should be done on an ongoing basis, changes should be documented, an impact assessment should be conducted, and the state of the insourcing talent should be given to those charged with governance and oversight.

Performance monitoring describes organisational actions to measure the outcome of outsourcing decisions regularly so that participants can choose to continue or discontinue outsourcing (Moynihan, 2008). Monitoring is an essential but understudied phase of outsourcing decisions and the strategy decision process in general. Without monitoring, learning from the decision-making process will be incomplete, and knowledge for developing a reliable and satisfactory outsourcing process cannot be obtained. To be effective, monitoring mechanisms should be regular rather than episodic, employ multiple criteria (goal attainment, cost, user satisfaction), and install techniques and metrics (survey, observation, financial analysis) for measuring efficiency and effectiveness (Moynihan, 2008; Weiss, 1972). In the context of this study, for instance, regular monitoring includes (1) the collection and analysis of financial data to enable measuring the efficiency of operations and control costs, and (2) the surveying of citizens and monitoring of their complaints via field observations to assess the quality-of-service provision. Another effective strategy is organisational awareness insourcing talent and related policy objectives.

Table 35 provides a comprehensive and detailed insight into the content of the insourcing talent phases.

Table 35: Insources phases with activities

Phase	Key Activities	Some key issues
Pre-planning/Preparation (Output: Strategic Insourcing Justification Report)	Policy Strategy Approach Cost-benefit analysis (TCE) Stakeholder consultations (Stakeholder Theory) Legislative & policy alignment (Institutional Theory) Organisational readiness assessment (CCT)	Policy direction Mission and vision Crafting strategy Risk management Stakeholder consultation Establish need, feasibility, and readiness for insourcing
Planning (Output: Departmental Insourcing Talent Implementation Plan)	Selection Employee recruiting Skills gap analysis (RBT) Resource availability assessment (CCT) Talent demand forecasting (HR Supply Chain Theory) Internal communication & labour engagement (Social Exchange Theory) Define KPIs, roles, and structure (Governance & Accountability)	Insourcing plan Placement of officials Terminate outsourcing partners Funding model/Budget allocation Parties involved Structures involved Build internal capacity and design the talent model.
Implementation (Output: Talent Fully Absorbed Internally with Performance Metrics)	Transition management Internal recruitment and onboarding Change management programme Knowledge transfer from outsourced providers (Knowledge-Based Theory)	Implementation plan Training and awareness Forecasting possible effects Consequence of insourcing talent

	Induction and performance alignment ICT and HRMIS support integration	Guide to implementing insourcing talent Tools and techniques Culture Seamlessly migrate from outsourced to insourced delivery
Post-implementation (Output:Sustainable Insourcing Talent Model)	Monitoring and evaluation Continuous performance evaluation Talent retention and development strategy (Talent Management Theory) Review of cost savings and efficiency gains Policy updates and realignment Lessons learned documentation	Reporting Performance monitoring Assurance and auditing Oversight Ensure long-term success and strategic alignment
Cross-cutting enablers (support systems)	MECs, HODs, and Treasury oversight for accountability	MECs, HODs, and Treasury oversight for accountability

Source: Author's own

7.3.1 Cross-cutting enablers

This section deals with cross-cutting enablers of insourcing emanating from figure 21 above. These enablers support and facilitate the insourcing decision and its successful implementation. These cross-cutting enablers are governance, legislation, stakeholder integration, technology, organisation culture. Below is list of these enablers:

1. **Governance:** MECs, HoD, and Treasury oversight for accountability
2. **Legislation:** Compliance with the PFMA, Labour Relations Act, DPSA Circulars
3. **Stakeholder integration:** Unions, employees, suppliers, and communities participation and involvement
4. **Technology:**
 - 4.1. Integrated Human Resources Management system, digital transformation and reporting
 - 4.2. Automation and AI: Modern tools reduce the need for low-cost outsourced labor.

4.3. Cloud computing: Makes it easier to manage operations internally with scalable infrastructure.

4.4. Improved internal IT systems: Reduces dependency on third parties.

5. Organisation culture:

5.1. Training and upskilling programs: Strengthen internal teams to take over outsourced functions.

5.2. Desire for cultural alignment: In-house teams may better reflect the company's values and culture.

5.3. Change in leadership: New management may prefer insourcing to maintain tighter control.

5.4. Agile transformation: In-house teams allow for faster decision-making and iteration.

7.3.1 Insourcing phases and utilised theories linkage

This section demonstrates the link between associated theories and phases of insourcing talent frameworks.

Table 36: Linkage of theories to phases in the insourcing talent process framework

	Preparation/ Initiation	Planning	Implementation	Post- implementation
Transaction Cost Economics	X		X	
Resource-based view		X		
Core competencies		X	X	
Stakeholders' theory	X	X	X	X
Social Exchange Theory		X	X	
Knowledge Based View			X	

Source: (Gulbrandsen *et al.*, 2009)

Researchers used the Resourced-based theory to shape a model which aims at identifying the factors affecting the success or failure of outsourcing during the Preparation phase(Roy & Aubert, 2001). (Barthelemy & Quelin, 2006) proposed a model based mainly on the Resource-based theory and, to a lesser extent, on the TCE to explain the Preparation, Vendor Selection, Relationship Management and Reconsideration phases. The study explicitly integrates and justifies the following theories:

- Transaction Cost Economics (TCE): Justifies the move from outsourcing to insourcing by minimising opportunism and uncertainty in public contracts.
- Resource-Based Theory (RBT): Focuses on leveraging internal capabilities and resources for strategic talent deployment.
- Core Competency Theory (CCT): Advocates developing internal competencies for long-term sustainability.
- Stakeholder Theory: Informs inclusive governance and the collaborative role of key players in implementing insourcing.
- Social Exchange (SET) and Agency Theories (supportive): Explain relationships, trust-building, and performance accountability between departments and insourced personnel

7.3.3 Insourcing phases and applicable legislation linkage

Table 37:Linkage of theories to phases in the insourcing talent process framework

Legislations/Acts	Preparation/ Initiation	Planning	Implementation	Post- implementation
Consitution of RSA	X	X	X	X
Public Finance Management Act	X	X		
Labour Relations Act			X	
Employment Equity Act		X	X	

Source: Author's own

7.3.4 Key Elements per insourcing phases

Below is table 38 linking elements of the insourcing framework with phases

Table 38: Elements of Insourcing talent per phase

Elements	Pre-engagement	Planning	Implementation	Post-implementation
Objective	Justification insourcing over outsourcing	Identify resource needs, strategic alignment	Operationalise insourcing	Ensure long-term viability
Tools	Cost-benefit analysis, stakeholder mapping	Talent gap analysis, Legislative and policy alignment, Stakeholder role definition	Training & development Transition planning from outsourced to insourced talent Process engineering	Performance management systems Budget reallocation and cost control Retention and succession strategies.
Theoretical link	Transaction Cost Economics (TCE)	Resource-Based Theory (RBT), Stakeholder Theory	Core Competency Theory (CCT), Capability Theory	Stakeholder Theory, Social Exchange Theory
Data Support	Respondents cited lack of cost control and oversight in outsourcing	Findings indicated confusion about roles, lack of guiding	Identified as the weakest phase in current practices — departments	Post-implementation evaluation is often ignored, resulting in

		legislation, and poor planning	failed to manage execution	talent churn and misaligned budget usage
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Source:own

7.3.2 Stakeholder Framework

Individuals who execute duties and tasks aligned with the recommendations are considered key role players in applying or implementing the objectives of the proposed insourcing talent framework. Figure 22 depicts the stakeholders.



Figure 22: Stakeholders framework

Source: Author's own

7.3.6 Insourcing Implementation Guide

For practical and seamless implementation, the study suggests the following implementation guide. Table 39

Table 39:Implementation Guide

Contents	
Section 1	Preparation/planning

Item 1.1	Insourcing vision, mission and goals articulated clearly
Item 1.2	Stakeholder inclusive consultation
Item 1.3	Operation assessment (including risk assessment)
Item 1.4	Team resources determination
Section 2	Planning
Item 2.1	SMART Transition plan developed and approved
Item 2.2	Infrastructure and system establishment
Section 3	Implementation
3.1	Stakeholder Communication and Change Management
3.2	Insourcing execution ad hand over
3.3	Integration and transition management
Section 4	Post implementation plan
4.1	Post execution analysis
4.2	Establishing training, monitoring, evaluation and support process
4.3	Reporting and assurance process

Source: Deloitte, 2005

7.4 CONCLUSION

Chapter Seven discusses the proposed insourcing framework and how it was developed. The primary recommendation of this study, proposing an insourcing talent framework for selected departments in Gauteng Province of South Africa, was made after the findings were interpreted. The development interpretation process summarised the study results, compared them to established literature, and presented the researcher's perspectives on the findings.

This chapter discussed the several elements that make up the framework, especially the applicable chosen theories that formed the basis of the insourcing talent framework. The framework has five phases: initiation/pre-planning, planning, implementation, and post-implementation (PPIP).

The next chapter concludes the study, reflecting on the research journey and providing a summary and conclusions.

CHAPTER EIGHT

EVALUATION OF THE RESEARCH, THESIS CONTRIBUTIONS AND CONCLUSION

8.1 INTRODUCTION

This chapter reflects upon the recommendations, contributions, and conclusions of this study. In the previous chapter, significant findings were discussed and interpreted. This was followed by a new insourcing talent framework to guide the department during the initiation, adoption, and implementation of insourcing. This chapter provides recommendations for further research and practical implementation, together with study contributions and conclusions. Also, this chapter provides the limitations and implications of the study.

8.2 RESPONDING TO THE RESEARCH PROBLEM

This study aimed to develop an insourcing talent framework for Gauteng province, particularly selected departments. As presented in the previous chapter, the research aim was achieved by developing an insourcing talent framework for selected departments. The proposed framework should strive to move Gauteng Province towards becoming a centre of excellence aspired to as per the provincial mission and vision.

This study contends that the challenges highlighted in prior sections are not necessarily a lack of political will but, most likely, a lack of an effective, appropriate framework of insourcing. Insourcing must be organised, controlled, planned, and directed, and therefore, a formal framework is required to ensure that insourcing implementation in Gauteng Province transpires successfully and sustainably.

8.2.1 The primary research questions

This study tried to provide solutions to the following question: How can an appropriate insourcing talent framework for the Gauteng provincial government of South Africa be developed and implemented?

8.2.2 Secondary research questions

Sub-questions that formed part of this study:

- What is the current insourcing talent practices at Gauteng Provincial Government selected departments?
- Which elements are critical for insourcing talent in the selected department within the Gauteng Province Government?
- Who are the stakeholders, and what roles do they play in insourcing talent within the selected departments in Gauteng Province?
- In what ways should insourcing talent manifest for selected departments in Gauteng Province?
- What constructs are to be included in an insourcing talent framework to assist the selected department?

8.2.3 Study objectives

The primary objective was to develop an insourcing talent framework appropriate for the South Africa Gauteng provincial government and recommend practical implementation strategies. Five secondary objectives supported this objective to assist with developing and implementing an insourcing talent framework in the selected departments in Gauteng Province. The first secondary objective was to evaluate the current insourcing talent practices at Gauteng Provincial Government selected departments. This objective was achieved, and the study revealed no formalised specific insourcing talent framework to guide the implementation of insourcing talent in the selected departments in Gauteng Province.

The second objective was to determine and evaluate the macro and micro level factors of the insourcing talent framework for the Gauteng Province Government. The second objective was achieved, and findings revealed several core elements of insourcing talent framework. The third secondary objective was to identify stakeholders and their roles/responsibilities in insourcing talent within the selected departments in Gauteng Province. The third objective was achieved through semi-structured interviews and a literature review. The stakeholders identified are employees. The stakeholders' responsibilities range from initiating, implementing, approving, and monitoring and evaluating the insourcing talent process.

The fourth secondary objective was to suggest ways how insourcing talent be implement for selected department in Gauteng Province. The fourth objective was also achieved as a strategise to implement insourcing talent in Gauteng Provincial Government selected departments is recommended. This study suggested several implementation strategies. The last secondary and fifth objective was to develop a framework to guide selected department during the insourcing talent and it was achieved.

8.2.4 Alignment of research objectives and questions

The table below addresses the alignment between research objectives, research questions and chapters.

Table 31: Alignment of research objectives, questions and chapters

Research Objectives	Research questions	Chapters
Evaluate the current insourcing talent practices at Gauteng Provincial government-selected departments	What are the current insourcing talent practices at Gauteng Provincial Government selected departments?	Chapters 2,3 & 5
To determine and evaluate the macro and micro level factors of insourcing talent framework for Gauteng Province Government	Which elements are critical for insourcing talent in the selected department within the Gauteng Province Government?	Chapters 2,3,5 and 6
To identify stakeholders and their roles/responsibilities in insourcing talent within the selected departments in Gauteng Province	Who are the stakeholders, and what roles do they play in insourcing talent within the selected departments in Gauteng Province?	Chapters 2 and 6
To suggest ways for insourcing talent to be implemented for selected departments in Gauteng Province.	How can selected departments in Gauteng Province implement insourcing talent?	Chapters 2, 5 and 6

To develop a framework to guide selected departments during the insourcing of talent.	What constructs are to be included in an insourcing talent framework that will assist the selected department to insourcing talent?	Chapters 5 and 6
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The first chapter of a study is crucial because it provides a roadmap for the research. Chapter One introduced the study by outlining the background and orientation of the research study, the research problem, questions and objectives, and a glimpse into the study's research methodology. It hinted that the researcher intended to develop an insourcing talent framework for the selected departments in Gauteng Province. The researcher demonstrated that an insourcing talent framework could guide the successful implementation of insourcing talent. Five public institutions were selected for investigation.

Chapter Two provided the literature framework of the study. Chapter Three explored international best practices by conducting a comparative analysis of public sector norms in various public institutions internationally. The rationale for analysing international best practices was to generate practical and implementable lessons for selected departments in Gauteng.

Chapter Four outlines the study's research methodology, paradigm, and approach, and Chapter Five presents the empirical findings generated from the interviewees and the respondents who completed the questionnaires. A qualitative research approach supported by an interpretivist paradigm and a case study design was used to collect and process empirical data from the sample identified in Chapter One. This approach enabled the researcher to generate deep insights into insourcing talent using qualitative data collection techniques.

Chapters Six, Seven and Eight conclude the study by providing a summary and conclusions and demonstrating how the research objectives and questions were addressed. It also reports the principal findings. The fundamentals of developing an insourcing talent framework to address the government's low performance are scrutinised, and the researcher illustrates how the insourcing talent framework can be applied in selected

departments and public institutions. Finally, recommendations for further research in the insourcing talent domain are made.

8.3 LIMITATIONS

This study aimed to develop an insourcing talent framework for selected departments in Gauteng Province of South Africa: Health, Social Development, Economic Development, Infrastructure, and Education. This study was quite comprehensive and covered various aspects of insourcing by selected departments in South Africa. However, the study had some limitations that may affect generalisation of the results. An overall limitation is that the study focused on selected provincial departments and did not include the local government and national departments, including entities, as these would have provided the most probable different perspectives. Also, the study only focused on insourcing selected axillary services, namely cleaning security and catering. This limits the generalisation of findings to not-selected departments and to only selected departments and axillary services.

The researcher would have preferred to interview more participants compared to 24 who were interviewed and more than four case studies. However, the five selected departments, population, and sample size provided sufficient data to respond to the research questions and meet the study's objectives. During the interviews and the data analysis, the researcher realised and confirmed data saturation and sufficiency as the participants repeated concepts, themes and patterns.

Another study limitation is linked to the purposive non-probability sampling method. Consequently, the sampling method does not allow for the generalisation of the findings to the general population (Thomas, 2016). Access to classified documents, such as cabinet minutes from the departments supporting the selected departments, was difficult to obtain. Moreover, cabinet minutes and departmental documents from the selected departments that would have assisted in supporting the findings of the interviews were not available. However, the audited annual reports, observations, and interviews provided adequate helpful insight for this study.

As articulated in chapter three of this study, the research methodology adopted is qualitative, which is time-consuming. However, it provides a good understanding of insourcing talent issues and stakeholders in the provincial government.

8.4 RECOMMENDATIONS

Flowing from the research findings of this study, the following key recommendations are made to assist with the adoption and implementation of insourcing talent in the selected department and aim at mitigation against insourcing talent policy implementation failures:

8.4.1 Recommendations for future research

- 8.4.1.1 To increase the ability to generalise, further study could be done in other spheres of government, namely local and national government, for a higher degree of triangulation. This study adopted a qualitative semi-structured interview method in the provincial government sector. Furthermore, the study could be extended to entities in the provincial government.
- 8.4.1.2 Future research could involve a study to investigate the effect of implementing the newly developed insourcing talent framework on selected departments and determine its effectiveness in improving insourcing talent and the overall performance of selected departments.
- 8.4.1.3 Future studies may use a different approach to a quantitative study with many participants covering all of South Africa's provinces. The research could quantitatively validate the framework to reinforce the study's conclusions, demonstrate its generalizability, and make it appealing to a broad audience.
- 8.4.1.4 Future research should examine each component of the framework's impact and role in selected departments' insourcing talent and sustainability journeys.

8.4.2 Recommendations for selected departments

Besides recommendations to improve the adoption of insourcing talent, the section also provides recommendations to improve the effectiveness of current or future insourcing talent endeavours. The recommendations cover several areas discussed below:

8.4.2.1 Financial analysis

- Selected departments should assess on an ongoing basis the costs and benefits of insourcing periodically.
- Selected departments may improve their ability to negotiate salaries and wage rates.
- For selected departments to learn and adapt, there is a need for information sharing and sharing of experiences between participants from insourcing talent-selected departments and outsourcing.
- Provincial and National Treasury should ensure adequate insourcing talent funding for selected departments is available. Selected department management should avoid an unfunded insourcing talent program by ensuring that a budget is available to cover direct and indirect costs linked to insourcing talent.
- Selected departments should renegotiate terms and conditions with current outsourced partners as part of the insourcing process.

8.4.2.2 Compensation Model

The study recommends that selected departments should address salary discrepancies among staff where officials performing similar functions are paid differently. This will ensure job satisfaction and a motivated workforce. Job enrichment should be considered the job of officials earning higher salaries so that employees can be paid salaries that are equitable to their roles.

8.4.2.3 Change Interventions

The selected department should identify areas that need attention and develop change management interventions to address such areas. The change management committee should conduct change surveys to establish the level at which the workforce is concerned about the change that happened. Based on the surveys, interventions should be developed and implemented to ensure complete implementation. This should benefit the selected department as staff will see themselves as part of the selected department and will be willing to start afresh and forget about things that did not go well during the transition and outsourcing. This will further benefit the selected department as employees will accept the change that happened and will be willing to embrace it and focus on service delivery

Lastly, Insourcing monitoring and reporting should be emphasised regular oversight should be done and Training and development should be provided to those involved by selected departments.

8.4.2.4 Communication

The selected should develop a clear communication strategy, spelling out communication channels and methods throughout the departments. Communication is key in every talent insourcing. This will mitigate the against rumours and wrong conclusions from rumours. Furthermore, the study recommends that the Accounting Officers of the selected departments cascade information to all the levels in the selected departments. Some platforms to consider are newsletters, bulletins, workshops and face-to-face meetings with all staff members.

8.4.2.5 Systems, policies and procedures

It is highly recommended that current systems, policies, and procedures be reviewed to cater to insourcing talent. The department should have a specific policy and procedures on its approach to all aspects of insourcing talent. The review should be followed by integrating the said governance documents with the current environment and enabling legislation such as the Labour Relations Act, Public Finance Management Act, and Treasury Regulations. The user department, including the ICT department, should be responsible for developing internal systems. The insourcing policies should be communicated throughout the departments promptly.

8.4.2.6 Organisational structure

It is recommended that the selected departments should conduct a full review of institutional organisational structure to align with the insourcing talent strategy. This review should assist the selected department in developing a new organisational structure and assist the selected department in achieving the insourcing talent ambitions of service delivery. The new organisational structure should clarify roles, job descriptions and the number of officials to be insourced by selected departments. Strengthening risk management functions is vital for insourcing to be successful.

8.4.2.7 Involving social partners in public affairs

The stakeholder theory underpinning this article emphasises the importance of involving various social partners in public policy and state governance matters because they have competencies, social capital, insights and networks that can be leveraged to improve public policy implementation and create value for citizens. Successful democracies globally acknowledge the importance of converging social partners in public affairs and creating platforms for engaging and incorporating their views in public policy issues.

8.5 THESIS CONTRIBUTIONS

This section summarises this study's contributions to knowledge, theory, and practice. The study contributed theoretically and practically to the insourcing of talent in the public sector.

8.5.1 Theoretical contributions

From a theoretical perspective, the concept of insourcing talent is explored and contextualised, and knowledge in the insourcing talent field is expanded by developing the proposed insourcing talent framework.

This study contributes to the body of knowledge by identifying macro and micro-insourcing talent frameworks in the Gauteng Provincial Government. This research can assist in closing the gap that exists in limited research on insourcing talent and insourcing in general. The study adopts a comprehensive approach to studying insourcing talent in the selected departments by evaluating not only the current practices but also the barriers and drivers of insourcing talent in selected departments in Gauteng.

8.5.2 Practical and participant contributions

The practical contribution includes access to a sector-specific insourcing talent framework to facilitate the implementation of sourcing talent in the public sector, in this case, Gauteng Province of South Africa. Furthermore, those charged with the insourcing talent process, such as Human resource officials, will benefit from the developed framework as it will aid and guide the best practices of insourcing talent. The implementation of the best practices

of insourcing talent will work only if the planning, implementation, practices, and strategies suggested by this study are applied correctly.

From the findings of this study, drivers and barriers that may hinder insourcing talent implementation in selected departments were identified. The proposed framework developed from this study serves as a foundation for taking appropriate steps in implementing insourcing talent.

Some of the major issues obtained from the study's results were government issues dealing with interventions. Issues related to regulation, policy, and incentives are the domain of the government. These came out strongly in the focus group discussion, too, where business participants felt that an enabling environment should be created to allow micro and small businesses, in particular, to grow and perform.

Lastly, South Africa is often criticised for poor implementation, coordination, and oversight. The proposed model will include an implementation and oversight guide. The researcher believes the model will assist in implementing the insourcing policy and restore public confidence.

8.5.3 Methodological

Regarding the research philosophy, this study contributes to beliefs about how data regarding the department's insourcing talent should be gathered, analysed, and used. Regarding the research methodology contribution, this study adds new horizons to how future research could be conceived and designed, data handled and managed, and data analysed, interpreted, and reported in insourcing talent and management-related research.

The status of qualitative research, analytic induction and constructivist grounded theory will be expanded in insourcing talent and human resource studies in South Africa. Additionally, supporting guidelines have been developed. If these recommendations are implemented and the supporting guidelines are operationalised, it is hoped that it will greatly increase the adoption and effectiveness of outsourcing as a way of improving department performance

in Gauteng and perhaps in other limited-resource countries in Africa and elsewhere in the world.

8.5.4 Body of knowledge

There is currently no insourcing talent framework for selected departments within the management discipline. This study added to the discipline's body of knowledge by developing a new insourcing talent framework for selected departments in South Africa. Articles published from these studies are certainly going to contribute meaningfully to the academic body of knowledge by helping the academic community of interest understand the factors affecting selected departments.

8.6 IMPLICATIONS

The findings of this study have implications for several stakeholders, namely selected departments, Accounting Officers, policymakers, and other stakeholders interested in role clarifications regarding talent management responsibilities and accountabilities, which are still unclear in most instances. Identifying key role players and articulating duties will lead to ownership and clear accountabilities for the successful implementation of insourcing talent.

The various stakeholders need to discuss issues and recommendations arising from this study and develop concrete action steps for implementing some of the recommendations to improve departmental insourcing in Gauteng as part of the implementation of the public administration reform.

8.7 CONCLUSION

This chapter concludes a journey taken to develop an insourcing talent framework for selected departments in South Africa, which is the main aim of this research study. This chapter also deals with theoretical and practical recommendations were then given. The recommendations are the basis for the insourcing talent framework for selected departments in Gauteng Province. This study aimed to solve the management problem of the lack of an insourcing talent framework for selected departments to help them seamlessly implement insourcing talent.

This study aimed to develop and implement talent insourcing by departments in Gauteng and provide a framework, guidelines, and recommendations that can be used to increase the adoption and effectiveness of talent insourcing by departments. The researcher believes that this aim has been duly achieved. The study revealed drivers, barriers, and macro- and micro-level factors associated with talent insourcing in the public sector.

All objectives developed to fulfil the study's main aim, with their outcomes expected to be used to develop the framework, were achieved. All those objectives were achieved following the qualitative research method, where data were collected mainly using semi-structured interviews supplemented by document review and observations. Data analysis was conducted following thematic data analysis techniques, where pre-conceived themes were generated. This study contributed immensely to the academic body of knowledge. The biggest contribution was developing the insourcing talent framework for selected Gauteng Province of South Africa departments.

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APPENDIX A: LANGUAGE EDITOR'S LETTER



Dynamic Language &
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Friday, 06 December 2024

To whom it may concern

Re: Confirmation of language edit, typography and technical precision

The PhD thesis "**Developing and implementing an insourcing talent framework for selected departments in Gauteng South Africa**" by Stanley Ngobeni (20255705) was edited for language and technical precision. Direct quotations and interview transcripts were only spell-checked to retain the authenticity of the respondents' comments. Referencing and sources were checked to comply with the Harvard guidelines specified by the NWU Reference Guide.

Final, last-minute corrections remain the responsibility of the author.

Antoinette Bisschoff

BA Languages (UPE – now NMU); MBA (PU for CHE – now NWU); Translation and Linguistic Studies (NWU)

Officially approved language editor of the NWU since 1998
Member of SA Translators Institute (no. 100181)

Precision ... to the last letter

APPENDIX B: TURNITIN REPORT

ORIGINALITY REPORT			
3%	2%	0%	1%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS
PRIMARY SOURCES			
1	repository.nwu.ac.za Internet Source		1%
2	uir.unisa.ac.za Internet Source		1%
3	Submitted to Da Vinci Institute Student Paper		1%

APPENDIX C: ETHICS CLEARANCE

15 November 2023

ETHICS APPROVAL LETTER OF STUDY

Based on approval by the **Economic and Management Sciences Research Ethics Committee (EMS-REC)** on, 29/09/2023 the Economic and Management Sciences Research Ethics Committee hereby **approves** your study as indicated below. This implies that the North-West University Senate Committee for Research Ethics (NWU-REC) grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the study may be initiated, using the ethics number below.

Study title: An insourcing of talent framework for selected departments in Gauteng Province of South Africa

Study Leader/Supervisor (Principal Investigator)/Researcher: Prof A Pelser

Student: S Ngobeni (20255705)

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Institution Study Number Year Status
Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation

Application Type:

Commencement date: 15/11/2023

Risk: Minimal

Expiry date: 15/11/2024

Approval of the study is initially provided for a year, after which continuation of the study is dependent on receipt and review of the annual (or as otherwise stipulated) monitoring report and the concomitant issuing of a letter of continuation.

Special in process conditions of the research for approval (if applicable):

•

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, the following general terms and conditions will apply:

- The study leader/supervisor (principle investigator)/researcher must report in the prescribed format to the EMS-REC:
 - annually (or as otherwise requested) on the monitoring of the study, whereby a letter of continuation will be provided, and upon completion of the study; and
 - without any delay in case of any adverse event or incident (or any matter that interrupts sound ethical principles) during the course of the study.
 - The approval applies strictly to the proposal as stipulated in the application form. Should any amendments to the proposal be deemed necessary during the course of the study, the study leader/researcher must apply for approval of these amendments at the EMS-REC, prior to implementation. Should there be any deviations from the study proposal without the necessary approval of such amendments, the ethics approval is immediately and automatically forfeited.
 - Annually a number of studies may be randomly selected for an external audit.
 - The date of approval indicates the first date that the study may be started.
- In the interest of ethical responsibility, the NWU-SCRE and EMS-REC reserves the right to:*



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**BUSINESS SCHOOL
FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES**

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Tel: 082 375 6636
Email: ampelser@hotmail.com

Date: 29 January 2024

Director General
Office of the Premier
Johannesburg

To whom it may concern,

REQUEST FOR PERMISSION TO CONDUCT ACADEMIC RESEARCH USING GAUTENG PROVINCIAL DEPARTMENTS

Mr Stanley Ngobeni (student number 202 55705) is currently enrolled as a PhD student in Economics and management sciences with business administration at the North-West University. Your permission is herewith requested to allow Mr Ngobeni to conduct his academic research using those in charge with insourcing of talent within departments that are affiliated to the province. The main aim of this study is to develop an insourcing of talent framework for selected departments in Gauteng Province of South Africa. The document attached provides an overview of the research project, as well as the interview protocol that will be followed when conducting the interviews. Your time in considering this request is greatly appreciated. Please sign below to indicate your willingness to participate in this study and return to me at your earliest convenience.

Yours faithfully

Mr Stanley Ngobeni
PHD Candidate
NWU Business School
Cell: 083 712 5641

I, E-Moswene, herewith give permission for the to be conducted using selected departments in Gauteng Province.

Signature

20/02/2024
Date



GAUTENG PROVINCE

OFFICE OF THE PREMIER
REPUBLIC OF SOUTH AFRICA

Mr Stanley Ngobeni
North West University
Private Bag X6001
Potchefstroom
2550

Dear Mr Stanley,

APPROVAL TO CONDUCT ACADEMIC RESEARCH ON THE INFLUENCE OF RISK CULTURE ON RISK MANAGEMENT WITHIN GAUTENG GOVERNMENT DEPARTMENTS

Your correspondence dated 02 February 2024 refers.

I am pleased to let you know that I have approved your request to conduct research on the topic titled: "*An **insourcing of talent framework for selected departments in Gauteng province of South Africa***".

You are kindly requested to sign the attached declaration and comply with its terms and conditions throughout the research process. Failure to comply with your research proposal and declaration will result in the immediate cancellation of the approval.

Kindly address all enquiries on this matter to Agnes Mahase at the following contact details:

Chief Risk Officer
Telephone number:
E-mail:

(011) 355 6545

Agnes.Mahase@gauteng.gov.za

I wish you success with your studies.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Edward Mosuwe', written over a dotted line.

Mr Edward Mosuwe
Director General
Date: 13/02/2024

APPENDIX E: INTERVIEW PROTOCOL

Date of the interview:

Place:

Interviewer:

Code:

Position of interviewee:

Years of experience:

About the project: Developing and implementing an insourcing talent framework for selected departments in Gauteng Province

Themes/interview topics

Theme 1: Insourcing talent framework

Theme 2: Macro and micro level factors of insourcing talent

Theme 3: Insourcing talent takeholders and their roles

Theme 4: Strategies to implement and manage insourcing talent

Theme 5: Insourcing talent process

APPENDIX F: INTERVIEW GUIDE

Date of the interview:

Place:

Interviewer:

Code:

Position of interviewee:

Years of experience:

About the project: Developing and implementing an insourcing talent framework for selected departments in Gauteng Province

Themes/interview topics:

Theme 1: Insourcing talent framework

- 1.1 Describe the insourcing talent practices by department?
- 1.2 Is there a need for a insourcing talent framework in the department?

Theme 2: Macro and micro level factors of insourcing talent

- 2.1 Which macro and micro level factors s are the most critical in the South African financial services context?
- 2.2 Please rank Macro and micro level factors in terms of significance?

Possible follow up question:

- 2.2.1 What are the drivers of the insourcing talent in the department?, please explain
- 2.2.2 What are the barriers of insourcing talent in the department, please explain?
- 2.2.3 Please rank the identified barriers in terms of significance.
- 2.2.4 What are the practical actions to overcome the mentioned barriers?

Theme 3: Insourcing talent Stakeholders and their roles

- 3.1 Who are stakeholders and which roles do they in insourcing talent within the selected departments in Gauteng Province?

Theme 4: Strategies to implement insourcing talent

4.1 In what ways is insourcing talent being implemented in the department? Please explain

4.2 In what ways should insourcing talent manifest for selected department in Gauteng Province? Please explain

Theme 5: Insourcing talent process

4.1 What constructs are to be included in an insourcing talent framework that will assist the selected department to insourcing talent?

4.2 Explain critical steps/phases to be followed during insourcing talent process based on the experiences gain from the previous insourcing involvement?