

**Exploring the challenges in
implementing talent management
strategies in a selected South African
mining company**

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requirements for the degree [Master of Business
Administration](#) at the North-West University

Supervisor: Mrs. N Khumalo

DECLARATION

I, Mr. LW Seima, declare that this study titled, ‘Exploring the challenges in implementing talent management strategies in a selected South African mining company’ is my original work. This dissertation has not been submitted for a degree at this or any other university. All materials used in the study have been duly indicated and acknowledged through references.

L Seima

DEDICATION

I dedicate this thesis to God who made it possible for me to complete this work.

AKNOWLEDGEMENT

I acknowledge this work to my supervisor, Dr Ntseleng Khumalo who saw me throughout this study. All the constructive corrections gave me a powerful insight to achieve a robust discourse in this work. Thank you so much.

This work would be incomplete if I didn't acknowledge my family. I extend my deepest gratitude to my family, particularly my wife, Palesa Mashiane, and my children, Tumelo and Lesedi Mashiane, whose unwavering support has been indispensable throughout the course of this work. Their encouragement and understanding have played a pivotal role in my ability to undertake and complete this endeavour. Their steadfast presence has been a source of strength and motivation, enriching both the personal and professional aspects of my life.

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LIST OF ACRONYMS

IES	Institute for Employment Studies (IES)
HRM	Human Resource Management
HR	Human Resource
TM	Talent management
NDP	National Development Plan (NDP)
EI	emotional intelligence (EI),
TAA	Talent Acquisition Analytics (TAA)
PA	Participant

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ABSTRACT

Talent management involves the strategic processes of attracting, developing, retaining, and optimizing the skills and abilities of employees to drive the success of an organisation and achieve its short and long-term objectives. This study explored the challenges in implementing talent management strategies in a selected South Africa mining company. This study was guided by six research objectives which include to: explore the challenges in the implementation of talent management strategy; know the roles of talent managers at the selected mining company; explore the challenges talent managers at selected South African mining company face; investigate the competencies talent managers should possess; document the mechanisms talent managers can adopt in keeping high potential employees; and to identify the best practices in talent management to attain organisational goals. The social constructivist paradigm underpinned this study, and a qualitative methodology/design was adopted where semi-structured interviews were chosen to collect data from the selected participants. This enhanced obtaining the in-depth feelings and perceptions of the participants due to interactions with them. A total of 10 participants were selected to participate in the study which include the HR manager, assistant manager, HR analyst, HR specialist, senior-level and junior level employees. Data was analysed thematically using Atlas-ti software (version 23). Findings confirmed that the challenges of talent managers include the confusion in choosing between internal and external candidates, unalignment of strategies, outdated document in the recruitment process, lack of succession planning, and lack of communication. The roles of talent managers include problem solving, leadership. Furthermore, the study discovered that the competencies of the talent managers include having adequate communication skills and having the knowledge of legal precepts guiding HR. Finally, the study highlighted that the mechanisms that talent managers can employ to retain high-potential employees include employee development, succession planning, and creating a positive organisational culture. The study recommends that the talent managers should adopt the best practices in talent management such as the provision of training opportunities for employees, awareness of legislation guiding talent management, leading with integrity, able to make data driven decisions, formulating good talent strategies, supporting, and developing employees, and attracting high potential employees. This study offers valuable insights for organisations, practitioners, and policymakers seeking to enhance their talent management strategies.

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CHAPTER ONE

INTRODUCTION AND SCOPE OF THE STUDY

1.1 INTRODUCTION

The ability of human resource management to identify high-potential talent is critical to an organisation's success (Othman & Mahmood, 2019:1085). Talent management, according to Al Aina and Atan (2020:8371), is the systematic identification, development, retention, and deployment of high-potential employees who may provide considerable value to an organisation or institution. High-potential talents must, however, be developed by organisations to remain competitive and to provide their optimal value. Given the rate of dynamism in the business environment, organisations should endeavour to identify the talents of their human resource to enable them to face the uncertainties of the internal and external business environment. To fulfil an organisation's goals (Van Zyl, Mathafena and Ras, 2017:2) affirm that talent managers should establish and maintain a positive people- centered workforce.

Employee recruitment alone, according to (Odierno Pandita & Ray, 2018:120), is insufficient to assure organisational goal achievement; talents must also be appropriately identified, engaged, and rewarded, which is the responsibility of talent managers. Talent management is responsible for attracting, developing, managing, and retaining talent, all of which are essential success elements (Hongal & Kinange, 2020:10). Bika (2020:1) affirms that talent management allows leaders to find their strengths, improve their skills, and pursue their passions to achieve their objectives. Al Aina and Atan (2020: 8372) describe TM as the systematic technique of finding an unoccupied job, recruiting a skilled candidate, growing the skills of the candidate and experience to match the role, and retaining him to meet the long-term objectives of the organisation. This incorporates keeping highly skilled workers, refining their capacities, and consistently reassuring them to improve their efficiency (Ansar & Baloch, 2018:219).

Talent management has been proven to be one of the strategies organisations use to ensure a competitive advantage (Othman & Mahmood, 2019:1085). The selected company is a mining company located in Northern Cape and has been successful in its talent management practices. However, one of the outstanding issues confronting this organisation is the perceptions of the employees as being dysfunctional due to the inability to identify and retain talents for a long period. Mkhonza and Letsoalo (2017:1) suggest that most South African organisations lack the necessary

capabilities to carry out their responsibilities effectively, which is a serious limitation. According to Bika (2020:1), recruiting individuals with sufficient skills is a challenge in the public sector. Organisations must recruit and place the right people in the proper jobs to achieve their stated goals. As a result, simply hiring and placing the appropriate people in the right jobs is not enough to keep these individuals. To change their operational and service processes, the selected mining company must monitor both their internal and external business environments. Implementing strategic talent management's concepts will help them reach intended objectives and bring about change in their organisation. Little et al. (2016) clarify that strategy is all about the comprehensive resource management tactics for gaining a competitive edge. In the same direction, Joyce (2017) affirms that a strategy is a plan or a pattern that acts as a link between organisational policies and tactics. In this case, the study will explore the challenges faced by the selected mining company in implementing its talent management strategy to retain its employees and achieve their goals.

This chapter presents the introduction of this study which explored the challenges talent managers encounter to achieve their organisational objectives at a selected mining company in South Africa. This section presents the meaning of talent management, the scope of the study, and the research objectives and questions that guided the entirety of the conducts obtained in this study.

1.2 BACKGROUND TO THE STUDY

As the corporate world grows more competitive, organisations are realising that hiring and keeping the most valuable employees for the job is their primary competitive edge. In the view of Maake and Holtzhausen (2015:254), one of the worrisome issues facing Human Resources Management (HRM) today is finding ways to attract and keep top talents. Talent management is the process of hiring in, keeping, and motivating qualified employees. Noor et al. (2020:10) point out that investments in human resources, and the implementation of employee benefits, training, and engagement, can help to lower anticipated job turnover if employees are satisfied. There will not be any turnover if employees receive what they desire in exchange for their input in the organisation (Maake and Holtzhausen, 2015:254). According to Odierno (2015:10), it is crucial to consider work-life balance, learning opportunities, and growth opportunities, as well as giving employees incentives to do well. According to Obi (2016:3), increased job satisfaction, decreased absenteeism, and reduced burnout are all beneficial outcomes of quality talent management. Church *et al.* (2015:17) further state that talent management improves job satisfaction by creating meaningful jobs, offering opportunities to develop human capacity, ensuring job stability, satisfactory employee benefits, and providing secure and stable working environments (Dialoke

& Nkechi, 2017:10). As a result, talent management enhances long-term performance and growth, as well as lower turnover intentions in organisations.

The selected South African mining company produces a high-grade iron ore in the mining industry and the annual reports reflects an employee turnover rate depicting that potential talents are mismanaged. Although some job turnover is inevitable, organisations must take constructive action to reduce it as much as possible. Training and retaining employees especially casual workers have been cited as a challenge affecting the progress of the selected mining company. The selected mining company is negatively impacted by a lack of successful retention measures and high employee turnover, necessitating this report. To ensure a professional workforce that will enhance service quality, talent managers must attract, grow, retain talented employees and expand on existing capabilities. In the view of Maake and Holtzhausen (2015:254) organisations continue to lose high potential employees due to negligence of human resource issues. Consequently, recruiting and putting the right employees in the right positions is not enough to retain these workers but to apply the human resource ethics to ensure that they are satisfied to give their best to the organisation.

In light of the current business difficulties, talent management, which calls for the collaboration and communication of managers at all levels, has become essential. Each year, selected mining company continues to lose high potential employees and achieving the desired targets has been a difficult task which is hampered by turnover issues due to a lack of employee management. Talent management has been held at a low esteem which has outstanding financial implications on the organisation. Additionally, selected South African mining company spends a lot of money on hiring and recruiting new employees to replace departing ones. According to the annual report of the selected mining company in 2021, employee commitment, loyalty and engagement has been difficult to earn from the employees due to issues related to human resource and talent management practices. This research, therefore, explores the challenges in implementing talent management strategies at a selected South African mining company, and making recommendations on how to ensure effective talent management strategy and practices.

1.3 PROBLEM STATEMENT

Several organisations have identified talent management as a strategic need and it is viewed as a crucial tool for improving performance as well as attracting, developing, and retaining high-performing personnel (Sheehan, Grant, & Garavan, 2018:29). Failure to create an effective talent management approach has a direct influence on the growth and success of the organisation. As a result, mastering the art of talent management strategy implementation is crucial for an organisation to realise the many benefits associated with successful talent management implementation (Zang, Jia, & Chen, 2019). The benefits of a well-implemented talent management process include a fostered succession-talent pool, the achievement of transformation goals, increased business performance, and the retention of critical talents. Ansar and Baloch (2018) affirm that attracting and retaining a qualified workforce is a major challenge encountered by organisations. However, Cosgrave (2020:2699) reaffirms that the problem of attracting and maintaining qualified personnel is deemed paramount.

The exploration of challenges in the implementation of talent management strategy will assist the selected mining company with the retention of talents and attaining stated objectives. The selected South African mining company, located in the Northern Cape is a mining organisation and according to their records, have documented a high employee turnover rate and low employee strength when it comes to fulfilling organisational tasks, resulting in poor customer delivery. Some employees have strong desires to leave the organisation due to their failure to recognise talents with outstanding potential and develop them to gain quality skills. The organisation has failed to create defined roles to create talent pools in ensuring consistency in the supply of competent employees to meet current and potential future demands. Poor talent management procedures have resulted in significant personnel turnover, limiting the organisational capacity to fulfil its mandates (including providing acceptable services) to the public (Ndevu & Muller, 2018:5). To build a professional workforce that will increase service quality, the selected company should endeavour to hire, train, and retain qualified workers to enhance competitive advantage. Due to the turnover rates of staff at the selected mining company, the study aims to explore the challenges in the implementation of talent management strategy at the selected mining company to enhance its talent management practices.

1.4 RESEARCH QUESTIONS

This section provides the primary and secondary research questions.

1.4.1 Primary questions

The primary research question of the study is ‘What are the challenges in implementing a talent management strategies at the selected South African mining company?’

1.4.2 Secondary questions

The study will be guided by the following secondary research questions:

- What are the challenges in the implementation of a talent management strategies at the selected South African mining company?
- What are the roles of talent managers at the selected South African mining company to assist in achieving organisational goals?
- What challenges do talent managers at the selected South African mining company face in achieving the objectives of their organisations?
- What competencies should talent managers possess to develop high potential employees?
- What mechanisms can talent managers adopt in keeping high potential employees in the organisation?
- What are the best practices in talent management to attain organisational goals?

1.5 RESEARCH OBJECTIVES

This section presents the primary and secondary research objectives.

1.5.1 Primary objective

The primary research objective of this study is to explore the challenges in implementing a talent management strategies in a selected South African mining company.

The following are the sub-research objectives.

1.5.2 Secondary objectives

The study will be guided by the following sub-research objectives:

- To explore the challenges in the implementation of a talent management strategy at the selected South African Mining Company mining company.
- To know the roles of talent managers at the selected South African mining company to assist in achieving organisational goals.
- To explore the challenges talent managers at selected South African mining company, face in achieving the objectives of their organisations.
- To investigate the competencies talent managers should possess to develop high potential employees.
- To document the mechanisms talent managers can adopt in keeping high potential employees in the organisation.
- To identify the best practices in talent management to attain organisational goals.

1.6 PRELIMINARY LITERATURE REVIEW

Talent management, according to Pandita and Ray (2018:186), is a means of building capacity in organisations through personnel to plan for prospective issues. Talent management activities, according to Meyer and Xin (2018:1828) actively promote strategic programs and projects and are necessary for implementing strategic objectives. In an ideal world, an organisation's personnel management strategy is designed to meet the organisation's larger strategic goals, and organisations profit more from consistent talent management procedures. To be able to accomplish long-term organisational goals, Nwanisobi and Christopher (2020:3) opined that the talent management process in an organisation includes finding open jobs, recruiting qualified individuals, improving their skills to match the role, and effectively keeping them. Talent management processes are associated with the business goals of an organisation thus allowing it to be relevant and sustainable.

Developing and sustaining a rich talent pipeline is one of the most difficult challenges facing businesses all over the world. Campbell and Hirsh (2012) conducted a talent management case study of 23-member organisations of the Institute for Employment Studies (IES) Human Resource

Network, looking at their difficulties and activities. The study's major goal was to demonstrate that, although talent management has been a well researched topic for at least ten years, it is still in its infancy in many of the firms studied. While firms have concepts for tracking and assessing the impact of talent management for the most senior employees of the organisation, discovering those with potential talent at the middle and junior levels was tough, according to Obi (2016). While talent management experts agree that there are many approaches to talent management, they vary in the exact number of phases that should be followed to execute talent management (Mone & London, 2018).

According to Pandita and Ray (2018), there are four steps to follow in the talent management process and these include identifying potential talents, defining which jobs and groups of individuals will be involved in the job, and the mechanism through which talent management will be operationalised, and acting on the realistic outcome of talent management. It was suggested that an organisational "moderator" be assigned to each of the four stages, which would explain why talent management is such a context-sensitive part of people management (Aguinis, 2019). Nwanisobi and Christopher (2020:5) further assert that the process of talent management includes recruitment, selection, and performance. The objectives of talent management are to increase output and employee efficiency that assists an organisation to employ appropriate personnel to do the correct jobs and assume the right positions, thereby enabling businesses to prosper and prevent job disparity (Kurgat, 2018:5). Through the process of providing excellent goods and services by skilled employees, talent management assists organisations to fulfil their goals and satisfy their consumers (Odierno, 2015).

Mone and London (2018) assert that managing talent is a difficulty for all organisations, regardless of area or region. Furthermore, the fear of a talent shortage is almost universal and organisations from all parts of the globe are competing for the same pool of talent. This is considered a major talent market where organisations scout for potential talents and how to keep them in the workplace (Ansar & Baloch, 2018:33). As indicated by the global integration trend, organisations are standardising talent recruitment processes, growth, and management to retain their competitiveness and continuity (Gallardo-Gallardo, Thunnissen, & Scullion, 2020). In this regard, Mone and London (2018) suggest that organisations must adapt to global best practices in talent management while still accommodating local needs and labour markets. Globally competitive organisations appear to retain local recruiting strategies while still incorporating a more global transfer of knowledge and best practices (Meyer & Xin, 2018:1829).

Talent management, according to Kogo and Kimencu (2018:127) is a multifaceted approach to human capital optimisation that enables organisations to achieve their objectives by cultivating a culture of commitment, capability, and capacity through well-coordinated talent acquisition, growth, and implementation processes that are aligned with the company's objectives. The systematic effort to recruit, cultivate and maintain highly effective, profitable, and promotable people is known as talent management (Wiradendi Wolor, 2020:23). Employee talent advancement involves maximising the skill of workers and abilities while also helping them to develop strong and deeper regard towards an organisation. This means, with regards to training and improvement, identifying the abilities of the individual employee, their specific assets, and interests should be targeted by the organisation (Laing, 2021:49).

1.6.1 Definition of keywords

This section defines the keywords used in this study. The keywords discussed are talent, talent management, human resource management, and competencies of talent managers.

Talent: Tyagi *et al.* (2017:46) confirm that talent refers to people who are identified as having a high level of potential and can reach higher success. Tyagi *et al.* (2017:46) define talent as "those individuals who can make a difference to organisational performance, either immediately or in the long run by displaying the highest levels of potential." Tyagi *et al.* (2017:46) describe talent as "those who can produce changes in organisational performance either through their immediate contribution or by exhibiting the highest stage of competence." These definitions refer to talent as persons who, through their competence, knowledge, and aptitude, contribute more in various circumstances.

Talent management: According to Sreenanda (2020), talent management is the use of a variety of strategies to develop the abilities of talented individuals and maintain them in the workplace for a long time. Sreenanda (2020) advocated that correct leadership styles be effectively adopted to maintain employee satisfaction, promote equitable talent management practices and retain high potential personnel. Implementing talent management improves employee retention, which aids in organisational stability and productivity. Shaito (2019) agree that any organisation's human resource management should strive to incorporate talent management and leadership to ensure that employees remain productive and skilled to tackle future workplace issues.

Human resource management: Human resource management is a strategic approach to managing a set of employees in an organisation to help in gaining a competitive advantage. The goal of

human resource management (HRM) is to improve employee performance to help a firm achieve its strategic objectives (Van Zyl, Mathafena & Ras, 2017). It also includes the actions of finding, selecting, deploying, and managing people in organisation. Human resource management involves an approach to managing organisational members so that they help in achieving its strategic objectives and gain a competitive advantage.

1.7 SCOPE OF THE STUDY

The area of study that would be investigated is talent management which is under the field of Human Resource management. HRM involves the process of recruiting, hiring, deploying, and managing people in an organisation. It is a strategic method of managing employees in an organisation so that they help the organisation achieve its strategic objectives and gain a competitive advantage. According to Ngethe *et al.* (2012:297), talent management is the use of a variety of strategies to develop the abilities of talented individuals and maintain them in the workplace for a long time. Ngethe *et al.* (2012:301) advocated that correct leadership styles be effectively adopted to maintain employee satisfaction promote equitable talent management practices and retain high potential personnel. The participants of the study will constitute the senior managers in the human resource department and the employees who are being managed by the senior employees.

This study strictly explores the challenges of talent management strategy implementation and practices at the selected mining company. The selected company is a mining company that produces iron ore in South African mining industry. The company employs many employees, and this study is delimited to their human resource practices in an endeavour to retain high potential employees in the workplace. The selected mining company is a supplier of iron ore to the steel industries all over South Africa and other international countries. This extraction company is located Northern cape and Western cape respectively. This study will focus on the Postmansburg branch and in the Northern Cape province. Mining operations started in 2011 and the company has reported a 25-year mine lifespan in iron ore production.

1.8 RELEVANCE AND CONTRIBUTIONS OF THE STUDY

This study will explore the challenges in implementing a talent management strategies in a selected South African mining company. Talent management practice aims to develop and retain current employees and promote them to higher positions within the organisation. This prevents money

from being lost due to frequent employee turnover. Developing and retaining critical personnel makes far more sense than sourcing, hiring, and training new ones. Various scholarly discourses on talent management in South Africa have not competently addressed the talent management implementation strategies, with a particular focus on employee welfare in public organisations. This research is important because it will explore the challenges talent managers face while implementing their strategies in discharging their services at the selected mining company. The findings from this study will help organisations who may face the same situation to handle talent management practices equitably. The procedures for talent management and measures to groom high-potential employees to fulfil the organisation's objectives will also be revealed. Finally, the study will explore the roles of the talent managers, competencies required from a talent manager, mechanisms needed to keep high potential employees, the best practice in talent management and implementation of a talent strategy to achieve organisational objectives.

The research will substantially make an impact in filling the gap in the academic talent management literature. Various scholarly discourses on talent management in South Africa have not been able to fully address this topic, with a special emphasis on a talent management implementation strategy in a selected mining company. This study is deemed relevant because it is related to the existing South African Policy objectives as well as the country's National Development Plan (NDP) (Vision 2030). Finally, this study will help to reveal the best practices in talent management practice, especially in the mining sector.

1.9 RESEARCH METHODOLOGY

This study adopted a qualitative study and was underpinned by a constructivist research paradigm which asserts that knowledge can only be produced through a person's social interactions. This paradigm will provide a deeper understanding of the topic being examined due to contacts with participants (Creswell, 2014:6). An exploratory research design was followed which helped the researcher to provide answers to the study questions due to a lack of knowledge about the challenges in the implementation of talent management in keeping high-potential employees. A total of 10 participants were selected from HR to participate in this study using a non-probability sampling strategy known as purposive sampling method. A purposive sampling method refers to the ability of a researcher to select the study participants based on personal judgement such as positions, experience or capacities, or roles (Maree, 2015). In this study, semi-structured interviews were used to collect data from the participants and were analysed using Atlas-ti software (version 23). Themes and categories emerged from the study and were interpreted by the

researcher and discussed by corroborating it with the literature review findings to provide solutions to the study. Trustworthiness was also attained by maintaining credibility, confirmability, dependability, and transferability. Furthermore, ethical concepts such as informed consent, anonymity of response, protection of participants against harm, and rights to participate voluntarily and exit at will were adhered to.

1.10 LIMITATIONS OF THE STUDY

This study was limited to only the selected mining company at Postmansburg mine, located in Northern Cape. The study adopted a qualitative study and depicted that the findings will not be generalised due to different settings and research processes. In the data collection process, securing appointments with the respondents of this study was tedious task due to their personal engagements and busy schedules. In this case, some of the participants had very busy schedules which resulted in the constant rescheduling of appointments which invariably extended the period of data collection with significant financial implications.

1.11 CHAPTER SUMMARY

This chapter introduces the study, focusing on the significance of talent management in human resource management and its impact on organizational success. It defines talent management as the systematic identification, development, retention, and deployment of high-potential employees. The chapter also highlights the challenges faced by organizations, particularly a mining company in South Africa, in implementing effective talent management strategies. The research questions and objectives are outlined, and the background, problem statement, and scope of the study are discussed. Additionally, the chapter provides a brief review of the literature on talent management, introducing key concepts and definitions. The study's relevance and contributions are emphasized, and the methodology, including the research design and sampling strategy, is briefly explained. The limitations of the study are also acknowledged.

Chapter One sets the stage for the exploration of talent management challenges in a selected South African mining company, providing a comprehensive overview of the study's context and objectives.

1.12 LAYOUT OF THE STUDY

Chapter One: Introduction and scope of the study- This chapter covers the introduction and background, the problem statement, the research aims, and objectives, the research relevance, the research design and methodology used, as well as any ethical considerations used in the study.

Chapter Two: Theoretical Background and Literature Review- In this section, the theoretical background of the study, talent management, the roles of talent managers, the competencies that talent managers should possess to develop high potential employees, the mechanisms that talent managers can use to keep high potential employees, the factors that limit talent managers' ability to develop workers, the challenges of talent, and best practices in talent management were discussed. Also, the theories underpinning the study will be discussed in this chapter.

Chapter Three: Research Methodology- The research approach and design, research site and participant selection, data collection procedures, data interpretation, data reporting, ethical concerns influencing the research, the trustworthiness of data collection instruments, and other research methodologies used to address the research questions will be vividly discussed in this chapter.

Chapter Four: Data Presentation and Interpretation- This chapter will present the interpretation of data gathered from the participants. Furthermore, the literature review findings will be triangulated with the research data for interpretation to provide a robust discussion.

Chapter Five: Conclusions and Recommendations- The chapter will present the summary of all the chapters presented in the study, a summary of findings, recommendations of the study, and recommendations for further studies, and study conclusions will be summarised in this section.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

In the modern business environment, talent management has become essential to organisational success. It comprises attracting, developing, and keeping high-potential workers who have the abilities, knowledge, and skills required to drive organisational development and innovation. Implementing talent management strategies in the mining industry presents some challenges, even though they have been proven successful in other industries. This literature review aims to explore the challenges associated with implementing talent management strategies in organisations. This chapter provides the theoretical background of the study such as Herzberg motivation and hygiene theory, the Maslow's hierarchy of needs theory and the equity theory. The subsequent part of this chapter provides the scholarly reviews on the challenges in implementing talent management in organisations. Topics such as the meaning of talent management strategy, the role of talent management in achieving organisational goals, the competencies of talent managers in developing high potential employees, challenges of talent management, and the best practices in talent management are discussed. This is in an endeavour to provide answers to the research objectives of the study.

2.2 THEORETICAL BACKGROUND

The theoretical background is created by the researcher based on existing theoretical studies, extant literature, other professional experiences, and intuitions. It can also contain existing data and findings of other studies and research conducted in similar areas and other reliable available data. In fact, it is the structure that supports the theory of any research study and introduces and describes theories used in the research that explain why the research problem under study exists.

2.2.1 Herzberg motivation and hygiene theory

The Herzberg motivation-hygiene theory, also referred to as the two-factor theory, was proposed by Frederick Herzberg, an American psychologist, in the 1950s. Sankaran, Sankaran and Bui (2023:11), described the Herzberg motivation-hygiene theory as a theory which tried to provide an explanation on the issues that impact employee workplace satisfaction and motivation. Sankaran, Sankaran, and Bui (2023:11) further explained that hygiene factors and motivators are

two known sets of factors that are responsible for employee motivation and job satisfaction. While the hygiene factors are related to the work environment and the context in which the job is performed, motivators are intrinsic factors that directly contribute to employee motivation, satisfaction, and performance. Hygiene factors do not directly lead to motivation or job satisfaction, but their absence or presence at an unsatisfactory level can lead to dissatisfaction (Mehrad, 2020:158). According to Chiat and Panatik (2019:12) examples of hygiene factors include: company policies, supervision, working conditions, salary and benefits and job security. These are displayed in table 2.1.

Table 2.1: Examples of hygiene factors and their meaning

Example of Hygiene factor	Explanations
Company policies	These include rules and regulations, administrative procedures, and the overall organisational structure. If these policies are perceived as unfair or inflexible, they can lead to dissatisfaction
Supervision	The quality of supervision and the behaviour of supervisors can significantly impact employee satisfaction. Factors like leadership style, communication skills, and managerial support fall under this category.
Working conditions	The physical aspects of the workplace, such as temperature, lighting, cleanliness, and safety, are crucial hygiene factors. Poor working conditions can cause dissatisfaction among employees.
Salary and benefits	Compensation plays a significant role in employee satisfaction. Inadequate pay or unfair distribution of benefits can lead to dissatisfaction, although it may not directly motivate employees.
Job security	The perception of job stability and the availability of growth opportunities are important hygiene factors. Employees who feel insecure about their positions or lack opportunities for career advancement may become dissatisfied.

Source: Adapted from Chiat and Panatik (2019:12-13)

According to Acquah, *et al.* (2021:25), motivator factors are typically related to the work itself and the opportunities for personal growth and achievement. Examples of motivators identified by Acquah, *et al.* (2021) include the following in table 2.2.

Table 2.2: Meaning and Types of motivation.

Type of motivation	Meaning
Achievement	The sense of accomplishment and the ability to make progress and achieve goals contributes to employee motivation. Meaningful and challenging work that provides a sense of achievement can lead to satisfaction.
Recognition	Recognition and acknowledgment for a job well done are important motivators. When employees receive praise, rewards, or opportunities for advancement based on their performance, it enhances their motivation and job satisfaction.
Responsibility	Providing employees with autonomy, decision-making authority, and opportunities to take on meaningful responsibilities can increase their motivation and job satisfaction.
Advancement	Opportunities for career advancement, growth, and development act as motivators. Employees are more likely to be motivated and satisfied when they see a clear path for progression within the organisation.
Personal growth	Jobs that allow employees to learn new skills, acquire knowledge, and develop professionally can be highly motivating. The opportunity for personal growth and self-improvement contributes to job satisfaction

Source: Adapted from Acquah, *et al.*, (2021:26-27)

Acquah, *et al.*, (2021:28) argued that first; the Herzberg's theory is based on an oversimplified methodology that relies on the critical incident technique, where employees recall specific incidents that made them feel either satisfied or dissatisfied. Second, the theory fails to provide a clear separation between hygiene factors and motivators and third, that theory has limited generalisability across different cultures, industries, and job roles. According to Sankaran, Sankaran and Bui (2023:13), the theory does not adequately account for individual differences and variations in personal needs and preferences. Again, the theory places little emphasis on external factors such as organisational culture, social relationships, and external rewards.

2.2.2 Maslow's hierarchy of needs theory

Hopper (2020:1) indicated that the Maslow's hierarchy of needs is a psychological theory proposed by Abraham Maslow in 1943. It suggests that human beings have a set of hierarchical needs that must be fulfilled in a specific order to achieve self-actualisation, which is the ultimate goal of personal growth and fulfilment. The theory has been widely influential in various fields, including psychology, education, and management, as it provides a framework for understanding human motivation and the factors that contribute to personal well-being (Rojas, *et al.*, 2023:166).

According to Hopper (2020:2), the theory is often depicted as a pyramid with five levels, from the most basic physiological needs at the bottom to the highest level of self-actualisation at the top. These five levels of the theory as outlined by Hopper are discussed hereafter.

- **Physiological Needs:** At the base of the pyramid are the physiological needs, which include the most fundamental requirements for survival, such as food, water, shelter, sleep, and clothing. These needs must be satisfied before an individual can progress to higher levels of the hierarchy.
- **Safety Needs:** Individuals tend to seek safety and security as soon as their physiological needs are met. This includes physical safety (protection from harm and danger), as well as psychological safety (stability, order, and predictability). Examples of safety needs include a secure job, a stable income, a safe environment, and access to healthcare.
- **Love and Belongingness Needs:** The need for people to seek social connections and a sense of belonging increases when their safety needs are fulfilled. When people become part of a community, they strive for the need for love, affection, friendship, and intimacy.
- **Esteem Needs:** After the need for belongingness is satisfied, individuals seek self-esteem and recognition from others. There are two aspects of esteem needs: the need for self-esteem (self-respect, confidence, achievement) and the need for esteem from others (recognition, reputation, status). Esteem needs involve developing a sense of competence, mastery, and feeling valued by others.
- **Self-Actualization:** At the top of the hierarchy is self-actualization, which represents the fulfilment of one's potential and the desire for personal growth. Self-actualisation involves realising one's unique talents, pursuing meaningful goals, and experiencing personal fulfilment (Hopper, 2020:2-3).

2.2.3 Equity Theory

Equity Theory was proposed by Stacy Adams in 1963, which focuses on the concept of fairness in social exchanges. The theory suggests that individuals are motivated by their perceptions of fairness in the distribution of rewards and resources in comparison to others. According to this theory, people strive for equity or fairness in their relationships and interactions with others (Davlembayeva, Papagiannidis & Alamanos, 2021:151). One of the key principles of the theory, as indicated by Zhou, Govindan & Xie (2020:262) suggests that equity is a state of fairness in which individuals perceive that the ratio of their inputs (effort, contributions, skills) to outcomes (rewards, benefits) is equal to that of others. In other words, people compare what they put into a situation or relationship with what they get out of it, and they seek a balance or equity in this exchange. Zhou, Govindan & Xie also argued that the principle of inequity occurs when persons perceive an imbalance or unfairness in the ratio of inputs to outcomes compared to others.

Ryan (2023:2) went further to point out that there are two types of inequity namely: underpayment inequity and overpayment inequity. According to Ryan, while underpayment inequity happens when individuals perceive that their inputs outweigh their outcomes relative to others, overpayment inequity occurs when individuals perceive that their outcomes outweigh their inputs relative to others. The works of Kollmann, *et al.* (2020:102) equally captured two other principles of inequity namely, cognitive comparison and restoring equity. Kollmann, *et al.* posit that people make social comparisons to assess their own level of equity and try to compare their inputs and outcomes to those of others who are considered relevant in the situation. In their view, Kollmann, *et al.* additionally opined that individuals are motivated to restore a sense of fairness when they perceive inequity. Most often, they take action to restore equity.

2.2 THE MEANING OF TALENT MANAGEMENT

This section presents a review on the meaning of talent management and its importance/relevance in achieving organisational goals.

Talent management, from the perspective of Hongal and Kinange (2020:11), refers to the strategic and holistic process of attracting, developing, retaining, and maximising the potential of talented individuals within an organisation. Talent management is “how employers recruit and develop a workforce that is as productive as possible and likely to stay with their organisation long term” (Sparrow, 2019:162). In their work, Anlesinya and Amponsah-Tawiah (2020:280) define Talent management “as the methodically organised, strategic process of getting the right talent employed

and helping them grow to their optimal capabilities keeping organisational objectives in mind.” Thus, the process involves the implementation of various practices and initiatives aimed at identifying, nurturing, and leveraging the skills, abilities, and potential of employees to drive organisational success (Hongal & Kinange, 2020:11).

Sparrow (2019:163-164) averred further in his work that the meaning of talent management can be understood through its key components. Some of the components of talent management he identified include attracting talent, selecting and hiring, developing talent, performance management, succession planning, retaining talent, and talent analytics.

2.2.1 Importance of talent management

According to Hongal and Kinange (2020:13), talent management is important in numerous ways. It helps to attract and retain high-quality candidates to an organisation and drives organisational performance. Also, succession planning helps in identifying and developing individuals to have the potential to fill critical leadership positions in the future. Thus, aligning individual goals with organisational objectives, according to Sparrow (2019:163), enhances overall performance and helps the organisation achieve its strategic goals.

2.3 TALENT MANAGEMENT STRATEGY

This section presents a review on various talent management strategies adopted by organisations to help them achieve their goals. It also gives a review of various types of talent management strategies used by organisations to improve employee performance. These reviews were drawn from views of numerous scholars in this field and are expounded upon subsequently.

2.3.1 Talent Acquisition

Talent acquisition refers to strategies, tactics and processes deployed by an organisation to identify, recruit and retain the human resources needed by such organisation (Hongal & Kinange, 2020:14). The process comprises programmes intended to assist organisations develop, implement, and evaluate strategies to source, recruit, and hire talent (Sparrow, 2019:162). Once talent is attracted, Sparrow (2019:164) postulates, the talent management process would then involve a systematic selection and hiring process to ensure the right fit between the individual and the organisation is achieved.

2.3.2 Talent Development

According to Dai (2020:20), “talent development is the organisational process of positioning employees for career advancement in a way that aligns with the company's mission”. The process helps to identify employees' talent and goals and assist them to develop not only to achieve their goals but also to fill the needs of the company (Stambaugh, 2021:95)

As soon as talented individuals are hired, talent management focuses on their continued development. This involves providing training, coaching, mentoring, and career development opportunities to enhance their skills, knowledge, and capabilities. Development initiatives can be tailored to individual needs and aligned with the goals of the organisation (Hongal & Kinange, 2020:15).

2.3.3 Performance Management

Performance management, according to Tweedie, *et al* (2019:77) is a key talent management strategy that focuses on aligning individual and organisational goals, evaluating employee performance, providing feedback, and supporting employee development. It aims to enhance performance, drive employee engagement, and ensure that employees are effectively contributing to the organisation's success. Talent management as a part of performance management includes establishing performance management systems that provide feedback, recognition, and rewards based on individual and organisational goals (Sardi & Sorano, 2019:6436). Regular performance evaluations, goal setting, and feedback mechanisms help employees understand their progress, areas for improvement, and opportunities for growth (Armstrong, 2021:12).

There are several processes of performance management as a talent management strategy as outlined by Sardi and Sorano (2019:6436). The authors noted that the first step in performance management is for organisations to set clear and specific goals that align with the objectives of the organisation. It allows employees to focus on what is most important to the organisation and enable effective performance evaluation and measurement. Secondly, Sardi and Sorano (2019:6435) also noted that organisations should engage in regular performance reviews to assess employee performance against set goals and expectations to discuss achievements, areas for improvement, and future development plans.

Another process of performance management presented by Tweedie, *et al* (2019:77) suggests the need for employers to establish performance development plans or strategies that will include the

creation of individual development plans to support employees' growth and career progression. These plans outline specific actions, training, and resources required to enhance employee skills and competencies (Armstrong, 2021:15). To further support this process, Tweedie, *et al* (2019:78) accentuated that acknowledging and rewarding employees' exceptional performance reinforces positive behaviours and motivates them for optimal performance.

The benefits of Performance Management as a Talent Management Strategy as highlighted by (Armstrong, 2021:16) include that it; a) aligns individual goals with organisational objectives, b) enhances employee engagement and motivation, c) provides a framework for ongoing feedback and communication, c) supports employee development and career growth, d) identifies and addresses performance issues in a timely manner, e) facilitates fair and effective talent evaluation and succession planning, f) fosters a culture of continuous improvement and learning, and g) improves organisational performance by optimising individual contributions.

2.3.4 Succession Planning

Succession planning according to Ali, Mahmood, and Mehreen (2019:113), is a strategic process that involves identifying and developing individuals within an organisation to assume key leadership positions in the future. It ensures a smooth transition of leadership and helps organisations maintain continuity and stability. Succession planning ensures a pipeline of qualified individuals who can step into critical positions as needed, reducing talent gaps and facilitating continuity. Talent management involves identifying and grooming high-potential employees for future leadership roles within the organisation (Ali & Mehreen, 2019:216)

For succession planning to be successful, Ali, Mahmood, and Mehreen (2019:113), suggests that it must be aligned with organisational goals and strategic objectives as well as with the primary competencies and skills needed to drive future success of the organisation. According to Hongal and Kinange (2020:15), identifying current and future talent needs of an organisation would also help the organisation assemble employees with required competencies and skills for each key role.

It is also imperative for organisations to consider their growth plans, changes in the industry, and any emerging skill gaps to determine the focus areas for talent development and recruitment of the organisation. Ali & Mehreen (2019:216) also stated that it is equally important for organisations to design and implement development programmes to groom high-potential employees for future leadership roles. Such employees should be provided with necessary training, mentoring,

coaching, and exposure to various areas of the organisation and align them with the competencies required for future positions (Ali, Mahmood & Mehreen, 2019:114).

2.3.5 Employee Engagement and Retention

Talent management strategies focus on creating an engaging and supportive work environment that motivates talented individuals to stay with the organisation. This includes offering competitive compensation and benefits, providing opportunities for advancement, ensuring work-life balance, and recognising and rewarding outstanding performance (Sparrow, 2019:165). Talent management starts with attracting individuals who possess the desired skills, qualifications, and potential to contribute to the organization's goals. This includes effective recruitment strategies, employer branding, and creating a positive reputation as an employer of choice (Hongal & Kinange, 2020:14).

2.3.6 Talent Analytics

According to Sparrow (2019:165), talent management also involves collecting and analysing data related to talent, such as performance metrics, employee satisfaction surveys, and turnover rates. Talent analytics helps organisations make informed decisions about talent acquisition, development, and retention strategies. Sivathanu and Pillai (2020:457) refer to talent analytics as “workforce analytics, human capital analytics, or human resource analytics – is the analysis of employee data, facilitated by the use of statistics and technology, with the purpose of making better business decisions”.

It characteristically includes the use of software that collects insights into an organisation's existing workforce and latent employees, letting the talent acquisition groups to comprehend what inspires their employees and possible appoints (Sparrow, 2019:166). That in addition according to Rana, Sharma, and Goel (2019:29), assists managers in getting a superior comprehension of the strengths and weaknesses of their employees which Hongal and Kinange (2020:15) assert is indispensable for embracing approaches that advance optimal performance and productivity.

2.4 THE ROLE OF TALENT MANAGEMENT IN ACHIEVING ORGANISATIONAL GOALS

Broadly, organisations often achieve their goal following efficient, effective, and optimal performance of their employees. Most times these employees are those skilled and talented employees entrusted with special and specific assignments to achieve various objectives of the organisation. Under this theme, reviews of published scholarly research studies in related areas were discussed. The review helped to reveal how talent management plays a role in achieving organisational goals.

2.4.1 Periodic training and development of staff

In their work, Khan and Abdullah (2019:38) observed that “training and development helps companies gain and retain top talent, increase job satisfaction and morale, improve productivity and earn more profit.” Wadhwa and Kumar (2019:83) further buttressed this view by asserting that periodic training and development “help employees manage tasks individually or in teams, relying on a greater understanding of processes and clearly defined goals.” In line with these postulations, Khan and Abdullah (2019:38) clarified that training and development programs enable employees to acquire new knowledge, skills, and competencies relevant to their roles. This enhances their ability to perform tasks effectively and efficiently, ultimately leading to improved productivity and goal attainment. Thus, as employees become more proficient in their roles, the overall performance of the organisation improves, leading to the achievement of organisational goals.

Also, Wadhwa and Kumar (2019:85) noted that training and development help foster innovation and creativity that can stimulate employees' creative thinking and problem-solving abilities. This encourages employees to develop innovative solutions towards achieving organisational goals, drive innovation and assists the organisation to remain competitive.

2.4.2 Staff motivational system

Motivated employees largely work harder, arrive on time, and focus on their daily duties. As such, their productivity levels increases and the overall output of a business becomes higher (Gigauri, 2020:12). It implies that motivation makes most of the employees feel good about their jobs and perform better which leads them toward organisational commitment (Riyanto, Endri & Herlisha, 2021:163). It is the significant component that encourages human capital, which remains the core asset of an organisation.

Motivation is a drive that explains or controls human behaviour. When it comes to the employee, motivation becomes a tactic adopted by several organisations towards their staff which consists of providing incentives to achieve organisational objectives. Motivation galvanises the worker to perform effectively and productively in a self-determined manner (Wadhwa & Kumar, 2019:86).

2.4.3 Career guidance and counselling

Career guidance and counselling are professional services aimed at helping individuals make informed decisions about their careers and supporting them throughout their career development journey. These services provide guidance, information, and resources to help individuals explore career options, set career goals, make career-related decisions, and develop the necessary skills and strategies to achieve their career objectives.

As such, Wadhwa and Kumar (2019:87) noted that employees tend to understand themselves better by exploring their interests, strengths and weaknesses to gain clarity of preferences, aspirations and motivations to guide their choices towards achieving organisational goals. Gigauri (2020:11) further opined that employees develop capacity to make informed decisions regarding how best to achieve organisational goals when the services of career guidance and counselling are consistently available to them. According to Wadhwa and Kumar (2019:87), it helps employees to facilitate the decision-making process by providing guidance and asking thought-provoking questions, which would encourage workers to consider their long-term goals and those of the organisation.

2.4.4 Daily employee appraisal

According to Khan and Abdullah (2019:40), consistent employee appraisal is necessary in an organisation to ensure that employees are working to the required standard. In other words, this sets the employees on the path of determining their role in the organisation and to understand their professional future better and clearer. Gigauri (2020:11) argues that such services rightly enhance the skills of employees.

Hooley and Rice (2019:473) further emphasised the relevance of appraisal systems. They affirmed that the existence of an appraisal system in an organisation ensures that employees perform optimally to the best of their individual abilities to improve organisational efficiency. It also helps employees to develop their potential and earn apposite rewards leading to improved organisational performance.

2.4.5 Effective succession planning

Effective succession planning involves having a long-term vision of your company (Okwakpam, 2019:2). In other words, it is a long-term planning vision strategy that prepares an organisation and its employees to assume roles that may present themselves suddenly within the organisation. Therefore, Al Suwaidi, *et al* (2020:285) underscore that effective succession planning helps to increase the capability of employees and equally prepares them to take up responsibilities as they become available.

In their research, Ali, Mahmood, and Mehreen (2019:113) argue that employees who participate in succession planning programmes usually have increased capability and readiness to assume managerial positions while Okwakpam, (2019:2) additionally accentuated that effective succession planning can increase retention rates, increase staff involvement, and improve organisational performance.

2.5 THE COMPETENCIES OF TALENT MANAGERS IN DEVELOPING HIGH POTENTIAL EMPLOYEES

Under this section, the review looks at the competences of talent management in developing high potential employees. The section identified the following competencies of talent management including proper planning, making the right decisions at the right time, ability to manage change effectively, ability to establish good interpersonal relations, sound emotional intelligence, strong ability to implement programs, and organising specialised learning opportunities through leadership development programs for talented academics, and provided a review on them.

2.5.1 Proper planning

Alkhararbeh (2019:54) clearly asserted that proper and effective planning prevents poor performance. It implies that the availability of a process in the organisation which, not only allows the employees to quickly acknowledge potential challenges capable of compromising organisational success, but also existing systems to quickly resolve them (Mojibur, 2020:1). However, Ali, Mahmood, and Mehreen (2019:115) pointed out that proper planning systems and processes help to identify and quickly resolve glitches. What this does, according to Alkhararbeh (2019:54), is to allow employees to thrive and to provide them with continuous opportunity to identify areas for improvement.

2.5.2 Making the right decisions at the right time.

According to Shrestha, *et al* (2019:67) the result of making the right decisions at the right time is usually better results and fewer repercussions. This is so because research findings from a research conducted by Alkhararbeh (2019:55) indicate that once the right decisions, free from bias, internal and external pressures and emotions are taken, the results are almost always better. While Mojibu, (2020:3) argues that outcome of some of these decisions may not always favour the organisation, Alkhararbeh (2019:55) iterates that right decisions are judgementally taken to address given challenges subsisting in a particular situation within an organisation.

Thus, Shrestha, *et al* (2019:68), specified that the idea of making better and faster decisions by managers helps the organisation take advantage of available business aimed at achieving organisational goals and avoiding pitfalls to its disadvantage. Decision-making as a manager is crucial because it allows you to make informed decisions that help you and your team succeed. In addition, it enables you to identify problems and solutions and take action to achieve team goals. Besides, decision-making helps you stay motivated and focused when faced with uncertainty. In this regard, the perception of Ali, Mahmood, and Mehreen (2019:116) remains that the importance of decision making in management lies in its ability to expose managers to situations capable of positive impact on the organisation.

To this end, Mojibu, (2020:4) highlighted the reasons of decision making are important. First, decision making is important because companies ensure their growth through it by taking critical decisions that ensure continuity of the organisation. Second, it is important because it provides an organisation with the opportunity to choose valuable business partners with the capacity of bringing in higher profits into the organisation. Third, it also helps an organisation to choose effective operations and strategies to optimise efficiency towards achieving organisational goals.

2.5.3 The ability to manage change effectively.

Characteristically, one of the constant factors in organisations is change. It is a constant every organisation faces at one time or the other. Thus, the ability to effectively manage it becomes an imperative issue any organisation would have to grapple with. In clear terms, managing change according to Yue, Men, and Ferguson (2019:102) directly implies managing people and this task, Mojibu, (2020:4) posits, involves high leadership skills. According to Whysall, Owtram, and Brittain (2019:119) part of change management process entails possessing the capacity to knowing

who to entrust with certain responsibilities and which employee to take up which position as well as to ensure that these employees are adequately equipped to succeed in their assigned roles.

In this regard, Whysall, Owtram, and Brittain (2019:120) emphasised that for any manager to effectively manage change, he/she must have good change management skills. The first listed by these scholars is leadership which they tagged as a critical change management skill and good leadership encompasses honesty and transparency, motivation and vision. The second is organisational skills which they posit require the organisation of information to produce a robust change management plan. Others are communication skills, listening, project management, analytical skills, and strategic thinking skills. Yinue, Men, and Ferguson (2019:103) insisted that a combination of these skills and more are change management skills required in a manager for effective management of change.

2.5.4 The ability to establish good interpersonal relations.

Interpersonal relations or interpersonal relationship as defined by Whysall, Owtram, and Brittain (2019:121) is “a social association, connection, or affiliation between two or more persons.” The level of its divergence depends on certain factors which determine and influence the relationship. They are the degrees of relationship, duration of the relationship, self-disclosure, and distribution of power. Dolce (2020:77) noted that interpersonal relationship is sustained through necessary but relevant skills. These are skills that are adopted and employed to ensure the survival of interpersonal relationships anywhere they exist. In this regard, Dolce (2020:78) refers to interpersonal skills as “people skills, social skills, or social intelligence which individuals often depict simply by interacting with others. These are built on three major areas of love, trust and loyalty.

However, Hargie (2021:20) sees interpersonal relations from a divergent perspective of how interpersonal relations are sustained rather than how it is established. The emphasis of his work centres more on sustaining interpersonal relations which he suggests could be done in four steps. Along this line, Hargie (2021) postulates that interpersonal relations resilience is sustained by certain steps that include an active listening skill to be able to understand the views of other people, giving people time and opportunity to air their views and freely express themselves when you are with them, developing your communication skills and being an understanding and empathic personality.

Therefore, Dolce (2020:78) expressly pointed out that making use of effective skills and steps to sustain interpersonal relations, especially in a workplace and or organisation, is a very effective way of keeping a job. In his views, Mojibu, (2020:7) noted that interpersonal relations are best nurtured by ensuring certain conditions are met. The views of others must be respected, there must be trust, and the process must be transparent enough to build a healthy interpersonal relationship on trust.

2.5.5 Sound emotional intelligence

Having sound emotional intelligence (EI), according to Dolce (2020:80), is one of the fundamental skills required in managers to sustain interpersonal relations within an organisation. Dolce (2020:81) argues that managers with strong EI potential are adept builders of positive and strong interpersonal relationships among their teams because of easy comprehension of emotions, concerns, and needs of their employees. The author further argues that this fact helps in building trust and creating support for the team because members of the team or employees are motivated to perform optimally.

In the area of conflict resolution, Nguyen, *et al* (2019:54) understand possession of EI by managers as a primary and very effective requisite skill in workplace conflict resolution. The reason given by the authors is it helps to facilitate problem-solving and constructive dialogue in tense and conflict-ridden situations. Consequently, managers with high EI easily resolve workplace conflicts because they often understand underlying perspectives and emotions inherent in their employees.

From a divergent perspective, Chandra (2021:230) presents EI as an instrument or skill for easy adaptability and change management. Managers with high EI, in the authors' argument, possess that capacity of effectively managing the dynamisms of workplace challenges. They are usually "adaptable, resilient, and open to change" (Chandra, 2021:231). As such, they are equally capable of managing their emotions when faced with organisational challenges and uncertainties of workplace. The view of Nguyen, *et al* (2019:55) is that managers with EI facilitate smooth transition and minimise unnecessary employee resistance.

2.5.6 Strong ability to implement programs.

Most of the programmes outlined by organisations are, according to Nguyen, *et al* (2019:54), geared towards achieving goals set for the growth and development of the organisation. In most

organisations, the responsibilities of achieving these goals are vested in the shoulders of the managers who are regarded as the foremost drivers of organisational goals. Thus, managers are saddled with the responsibilities of driving the achievements of the objectives and goals of their employer organisation (Chandra, 2021:232). Correspondingly, Nguyen, *et al* (2019:54), stressed the need for effective program implementation skills among managers because it is a crucial requirement for effective transformation of strategic ideas into actionable steps and outcomes.

In their views, Whysall, Owtram, and Brittain (2019:123), ascertained the fact that effective implementation of programmes also involves the management of numerous resources dedicated for such implementations. Invariably, the effective allocation and efficient utilisation of resources for proper implementation would not be challenging to managers with very resilient implementation aptitudes (Chandra, 2021:232). Managers with such skills, as affirmed by Nguyen, *et al* (2019:55), can make indispensable amendments to ensure maximised resource efficiency and minimised waste.

Further still, according to Chandra (2021:232), as part of programme implementation process, monitoring and evaluation skills are also necessary for the process. This is because, for effective implementation of organisational programmes, corresponding monitoring and evaluation of the projects progress is inevitable. They steps are necessary for project progress tracking and quality evaluation. Therefore, managers with implementation skills can develop monitoring systems which use relevant data gathered from site to analyse performance and progress of programmes (Whysall, Owtram, & Brittain, 2019:125). It is also possible for them to use the system to identify areas that need enhancement and makes evidence driven decisions to improve the programme (Nguyen, *et al.*, 2019:56).

2.5.7 Organising specialised learning opportunities through leadership development programs for talented academics.

Leadership development is important in any organisation because a manager lacking robust leadership skills generally struggles to attract, employ and retain high-performing employee (Nguyen, *et al.*, 2019:54). It becomes overtly imperative for organisations to organise specialised training opportunities for leadership development especially for talented employees (Whysall, Owtram, & Brittain, 2019:124). Thus, this process helps in developing capacities to deal with gaps in the talent line and increase an organisation's ability to produce successors.

According to Chandra (2021:234), leadership development in organisations is that process of assisting individuals and employees to develop the required knowledge and skills necessary for the success of teams and organisations. It is a process which aims at helping employees and individuals to grow and to enhance their skills to become more effective leaders and efficient employees in their fields. Nguyen, *et al* (2019:55), were assertive on the importance of leadership development because their views suggest that it is important to continuously upgrade leadership skills and knowledge of employees to make them remain competent, effective, relevant, and competitive in their leadership roles.

Leadership development in organisations entails training employees on ways to effectively manoeuvre through challenging situations, and Whysall, Owtram, and Brittain (2019:127) acknowledge the importance of leadership development of employees within organisations. To this end, Nguyen, *et al* (2019:55), agree that leadership development helps an organisation to build a continuous culture in their employees thereby making the organisation to retain its competitive advantage.

2.6 MECHANISMS TALENT MANAGERS CAN ADOPT IN KEEPING HIGH POTENTIAL EMPLOYEES

This section focused on mechanisms talent managers can adopt in keeping high potential employees in their organisation. In other to provide a review on the above theme, the study identified and reviewed the following mechanisms: effective communication and feedback, creating opportunities for promotion and advancement, leadership, maintaining a work-life balance, investing in skills development and trainings, organisational culture, and organisational commitment.

2.6.1 Effective communication and feedback

According to Ewing, Men, and O’Neil (2019:111), communication is a key component to the survival of any relationship both within and outside of a workplace. Communication and feedback work collectively because feedback is usually processed materials or data for improvement (Kalogiannidis, 2020:2). Mashi, Subramaniam, and Johari (2020:2566) stressed the importance of feedback after communication because “communication without feedback is nothing more than information”. Through feedback, communicators are provided with an opportunity to analyse the effect of the message and ensure that the recipient had a correct interpretation of the message.

Communication can be done in several ways. In his research, Kalogiannidis (2020:2-3) identifies horizontal, upward, and downward communication as the three main forms of communication. The author describes horizontal communication as same level exchange of information within an organisation. This is so because it helps employees to share vital information directly with each other. It also gives employees opportunity to actively engage in problem solving processes and ensure that duties and responsibilities assigned to them were successfully executed. Kalogiannidis (2020:2) also described downward communication as one in which the messages are transmitted from superior officers down to lower subordinates within an organisation. In other words, it is a communication process in which information is transmitted from top management employee level down to a lower-level employee. That implies a top to bottom transmission of message along the hierarchy of the organisation.

Kalogiannidis (2020) further explains upward communication process as the opposite of downward communication process. According to the author, the upward communication process is one in which a message is transmitted from subordinates to their managers or from lower employee level to higher employee or managerial level within an organisation. It is often used when lower-level employees or subordinates seek and request for different information and opinion from the higher employee managerial level or superiors.

2.6.2 Creating opportunities for promotion and advancement.

Creating career development opportunities are essential in any organisation because they keep employees happy and thus, are a veritable ingredient for retention of employees. Kalogiannidis (2020:2) notes that when organisations create career development opportunities for their employees, it becomes an avenue to encourage them to pursue career growth and a means of persuading them to stay on the job. In other words, when employees are encouraged to pursue development by their organisations, they tend to remain in such organisation for a longer period.

Mashi, Subramaniam, and Johari (2020:2567) identified numerous ways through which organisations could encourage employees to pursue career development path. The authors specified that identifying and establishing collaboration with employee on growth goals as one of the ways through which careers could be developed. Through this medium, Kalogiannidis (2020:4) observed employees can form teams within which they set growth goals and find reasonable middle ground growth. Such an opportunity will offer the newly skilled to move forward in the organisation and they are encouraged them to remain with the organisation.

Setting up systems that could cover education cost is imperative because employees who are discouraged from acquiring new skills further through education are offered an opportunity to do so (Ayyala, *et al.*, 2019:95). Creating such a system is advised because it gives room for early development of employees for future use. It is also important according to Kalogiannidis (2020:5) to set up mentorship programmes to establish personal connection with employees thereby increasing their retention.

2.6.3 Leadership

According to Mey, Poisat, and Stindt (2021:5), leadership behaviours play a crucial role in talent retention within organisations. Thus, certain behaviours by the leader or managers can significantly impact how employees feel about their work environment and their decision to stay with the company. To create a sense of trust and sustain engagement among employees, leadership must ensure transparent and effective communication with employees (Ayyala, *et al.*, 2019:96). In other words, managers of organisations should ensure that they openly and transparently communicate with their employees and freely share information, especially that which concerns employees and achieving organisational goals (Kalogiannidis, 2020:7). Mey, Poisat, and Stindt (2021:7) encourage transparent communication in organisations because it keeps employee informed, reduces uncertainty, and improves employee satisfaction and value, which in turn increases retention.

Another quality of leadership towards retention of talented employee, according to Tian, *et al* (2020:314), is that organisations should create a positive work environment to support, recognise and reward hard work among its employees. Rehman, *et al* (2020: 39) agree that taking such a step will foster a sense of loyalty and satisfaction among employees. Such leaders also provide guidance and support to help employees develop their skills and advance in their careers, further enhancing retention. From another perspective, Ohunakin, *et al* (2019:442), posit that leadership should allow their employees some level of autonomy while they perform their various responsibilities, and this usually happens when leadership identifies employees with special skills to effectively perform assigned responsibilities. Along this line, Rehman, *et al* (2020: 40), therefore argue that managers who trust the ability of their employees, provide them with necessary support and resources not only to perform optimally but also to induce innovation and increase job satisfaction among their employees. These remain the essential factors and ingredients for talent retention.

2.6.4 Maintaining a work-life balance.

Work-life balance is the state where an employee chooses to equally rank the demands of work and career and the demands of his/her private life (Ayyala, et al., 2019:96). Some authors, Bartlett, Arslan, Bankston, and Sarabipour (2021:1), Aruldoss, et al (2022:241), describe work-life balance as a trade-off through which an employee “balances the time spent on work projects versus time spent with family, friends, and personal interests”. According to Picton (2021:1), work-life balance is “the state of equilibrium where a person equally prioritises the demands of one’s career and the demands of one’s personal life”.

When an employee has a good work-life balance, he or she will have numerous positive effects such as reduction in stress, a negligible risk of burnout and a larger sense of well-being (Ayyala, et al., 2019:96). However, Picton (2021:2) warned that the lack of this balance in any employee or individual is tantamount to more work and domestic responsibilities, longer work hours, and lack of personal time (Mashi, Subramaniam, and Johari, 2020:2568).

2.6.5 Investing in skills development and trainings

When an organisation invests in employee skill development and training, the employee is satisfied and deeply engaged in the services he/she renders to the organisation. Therefore, a study conducted by Picton (2021:4) reveals that a happy and engaged employee does better-quality work, have higher output and makes fewer workplace mistakes. Furthermore, in another study done by Finegold (2019:19), well-trained workers have a greater understanding of how to do their jobs effectively. More positive outcomes result in even more job satisfaction. Picton (2021:5) notes that as soon as an employee acquires new skills and knowledge, it increases his/her confidence and abilities which usually translate into healthier work performance, better job prospects, and improved wages potential.

Lerman (2019:1) notes that as there is continuous advancement in technology especially with the tools of production, it is necessary for organisations to update their employees through training. This is important to keep them compliant with latest trends in technology while they work. According to Maity (2019:652), providing such training to some key employees in the organisation develops expertise in them while it ensures efficient and optimal functionality among workforces. Reitman and Karge (2019:8) equally noted that such training leads to mastery of new technology and using those results to hone skills, new ideas for efficient and enhanced employee performance are hatched which can save the organisation both time and money. Logically, Lerman (2019:1)

explained that when an unnecessary loss of time occurs before an employee can effectively perform a task because of lack of training, the effects on business are usually negative because it leads to waste of time and resources. Reitman and Karge (2019:9) added that training employees leaves them better informed and more efficient because employee training remains an immediate investment for future benefit of the organisation.

Furthermore, investing in employee training is another way or avenue through which organisations identify and discover best performing employees (Picton, 2021:5). Such employees always take such training very seriously and motivate other employees while remaining confident in their work because of their value. Maity (2019:653) added that once such employees are identified, it becomes imperative to continue to invest in them as future leaders of the organisation.

2.6.6 Organisational culture

The common values, attitudes, beliefs, and behaviours that define an organisation and impact how its people interact, work, and make decisions are referred to as its organisational culture (Reitman & Karge, 2019:9). It may cover things like the goal and vision of the business, the leadership style, the ways in which people communicate, and the general atmosphere at work. An organisation's identity and operations are greatly influenced by its organisational culture. Figure 2.1 depicts the connection between organisational culture and identified factors which emanate from it.

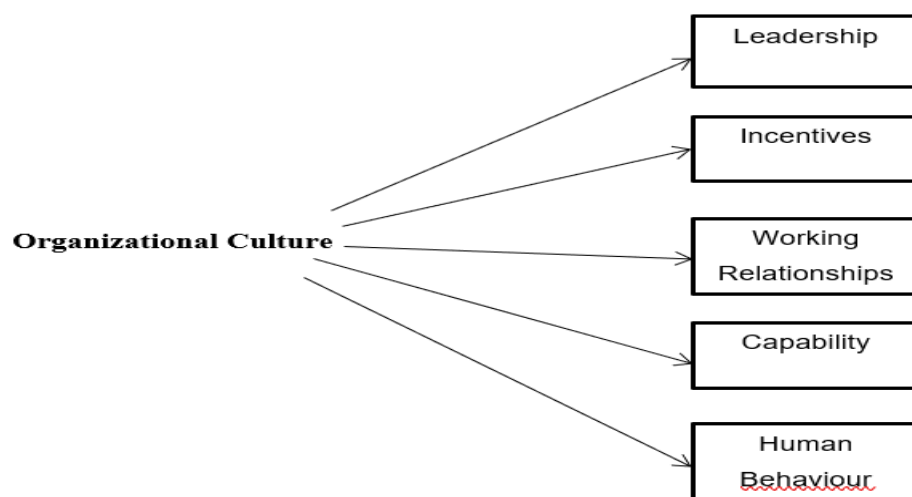


Figure 2.1: Image representation of organisational culture

Source: Adapted from Reitman and Karge (2019:1)

The pictorial representation in Figure 2.1 shows that organisational culture remains the foundation of leadership, incentive, relationships, capability, and human behaviour that regulate the level of success of organisational goals and objectives. Thus, organisational culture is in the form of rules which dictate how employees behave. The definition of organisational culture given by Reitman and Karge (2019:9) aptly buttressed this position. Reitman and Karge (2019:9) define organisational culture as “the rules, values, beliefs, and philosophy that dictate team members' behaviour in a company.” Therefore, organisational culture is established frameworks that denote employee workplace behaviour.

2.6.7 Organisational commitment

Rajabi, *et al* (2021:525), define organisational commitment as “the connection or bond employees have with their employer (the organisation).” It is “the bond employees experience with their organisation” (Pratama, Suwarni, & Handayani, 2022:74). Guzeller and Celiker (2020:101) define organisational commitment as “the degree to which employees identify with the organisation where they work, the degree of commitment they show and whether they are willing to leave it”. Reitman and Karge (2019:9) see organisational commitment as “the desire on the part of the employee to make high efforts for the good of the institution, longing to remain in it and accept its main objectives and values.” According to Rajabi, *et al* (2021:525), organisational commitment is measured by the level of engagement an employee exhibits which can be used to predict his/her performance, satisfaction as well as the spread of leadership.

From a broader perspective, Pratama, Suwarni, and Handayani (2022:75), Reitman and Karge (2019:10), noted that an employee commitment with his/her organisation rouses a common feeling of connection with the organisation. This elevates him/her to commitment, enhances his/her sense of connection with the organisation and broadens his/her understanding of the goals of the organisation (Rajabi, *et al.*, 2021:526).

Guzeller and Celiker (2020:102) identify the three components of organisational commitment to include: affective commitment, continuance commitment and normative commitment. This is also known as the “Three Component Model (TCM)” which was proposed by Meyer and Allen in 1991. Figure 2.1 shows a clear representation of the organisational commitment and its three components. An explanation of the contents of the figure follows after figure 2.1.

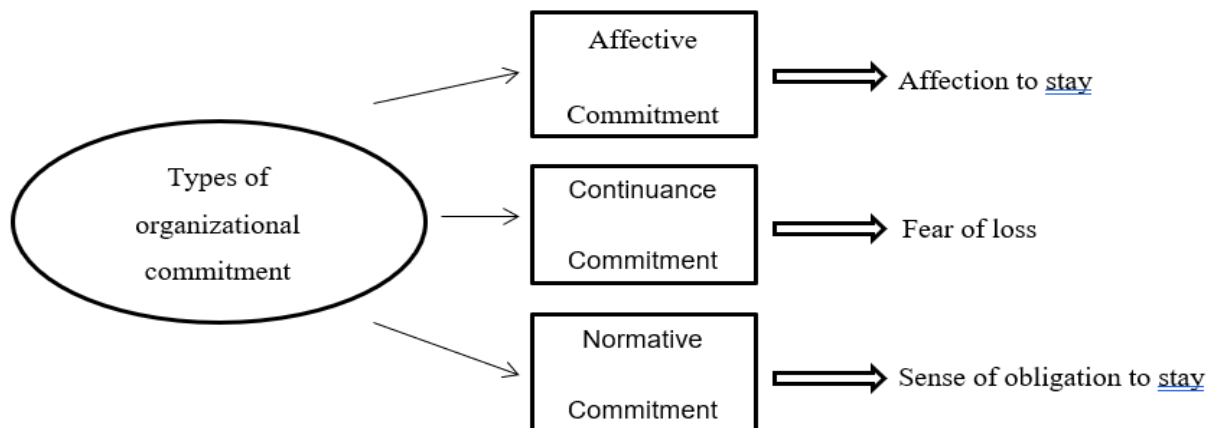


Figure 2: Types of organisational commitment

Source: Jay (2023:1)

Guzeller and Celiker (2020:103) explain affective commitment as the “desire” component or element of organisational commitment in which the level of commitment of an employee is active and the employee is happy and ready to participate and engage fully in all activities of the organisation. This level of commitment endears employees to remain with the organisation because of their inclusion into the sensitive position in the organisation (Jay, 2023:1). This level helps employees to develop affection for the organisation.

The next component of organisational commitment is the continuance commitment which is the stage where the employee considers options of leaving against those that will make him/her to continue stay on the job (Guzeller & Celiker, 2020:102). At this stage, employees often prefer to remain in the organisation since they consider the options of leaving too expensive to compromise their stay in an already existing job (Reitman & Karge, 2019:10). Employees, in addition, consider the obtainability of another job elsewhere and the distraction his/her disengagement would cause at an individual level.

The last component of organisational commitment is normative commitment stage which is identified by (Guzeller & Celiker, 2020:104) as a stage where “the employee feels a sense of obligation to stay with the organisation”. In other words, it is a stage where an employee begins to perceive his or her decision to remain in an organisation and responsibility. At this stage, what plays out, according to Rajabi, *et al.*, (2021:527), is that employees regard their decision to remain in an organisation as the right thing to do regardless of other unhealthy conditions and experiences that would make them leave.

2.7 CHALLENGES OF TALENT MANAGEMENT

This section presents a review of the challenges of talent management to an organisation. The section identified and thus, provided a review in the following: challenges of talent management; talent acquisition, skills gap, employee retention, succession planning, diversity and inclusion, global talent management, changing workforce dynamics, and technology integration.

2.7.1 Talent Acquisition

According to Whysall, Owtram and Brittain (2019:118), one of the fundamental challenges of talent management is talent acquisition because finding and attracting high-quality candidates is a significant challenge. Competition for skilled employees is very fierce, especially in organisations where their demand outweighs supply. Rajabi, *et al.*, (2021:527), state that it becomes more challenging for organisations to easily find and engage such employees into their workforce. That is why Guzeller and Celiker (2020:104) indicate that organisations must devise not just special but effective recruitment strategies, build an appealing employer brand, and establish strong networks to attract top talent.

Vaiman (2021:254) argues that recruitment strategies should not only search for some employees with special skills but also look out to acquire the services of enterprising individuals who will help to build and grow the organisation. To achieve this, the skills of such enterprising employees would normally align with the objectives of the organisation. Thus, the employer must try to “align with their personal and professional values — ones that prioritise diversity, equity and inclusion and a commitment to promoting from within” (Guzeller & Celiker, 2020:105).

2.7.2 Skills Gap

According to Adepoju and Aigbavboa (2021:1), the gap which exists between the present capabilities of an employee and skills that best fit his job, is often referred to as the skills gap. Thus, organisations who desire successful execution of roles by its employees require skilled employees who can easily adapt to the dynamics of external market forces as well as internal organisational changes (Guzeller & Celiker, 2020:106).

The ideas of Adepoju and Aigbavboa (2021:2) are that organisations need to skill up their employees to align with global best practices so as to remain relevant and competitive within the local and international market environment. Vaiman (2021:255) further suggest that bringing fewer employees to specialisation increases innovation and competition among them and efficiency and effectiveness. Whysall, Owtram and Brittain (2019:119) insist that the idea of reskilling and up-skilling of employees has become a persistent apprehension among global organisations who desire to make the employees adaptable to changing demands from customers. Hence, one of the many ways organisations should respond to this is to provide their employees with more training opportunities in new skills to add value to personality and the organisation (Guzeller & Celiker, 2020:106).

2.7.3 Employee Retention

Retaining key talent is another form of challenge faced by talent managers. This is because skilled employee retention is a critical challenge in talent management. Kravariti and Johnston (2020:75) note the consequences of losing a skilled or talented employee on productivity, output and disruption of organisational continuity as a challenge that not only impacts the achievement of organisational objectives but also impedes its growth and development. To sustain talented employee retention, Hongal and Kinange (2020:65) advise that organisations should ensure the creation or establishment of a supportive work environment in which employees are provided with opportunities for competitive benefits and compensation towards career path development pursuit. Again, Kravariti and Johnston (2020:75) stressed the need for organisations to develop a culture of sustained engagement and learning among its employees to try to encourage them, enhance their workplace confidence, increase their comfort, and secure their loyalty to consolidate their retention.

However, Vaiman (2021:254) admonished organisations to avoid involving in certain unprofessional activities and actions that may be inimical and counter-productive to them.

Kravariti and Johnston (2020:76) note that “lack of growth opportunities, inadequate compensation, poor work-life balance, limited recognition, and ineffective leadership” are some of the factors that could be tantamount to talented or skilled employee attrition (Vaiman, 2021:255). Also, maintaining a psychological contract with employees keeps them focused and increases their chances of staying on the job. In this regard, Hongal and Kinange (2020:66) argue that investing in employee development reassures him/her of retention even when impending downsizing looms in crisis situations. It also reassures them of the relevance of their skills and capacity within the organisation which reduces their chances of easy lay-off or sack.

2.7.4 Succession Planning

Planning to ensure a seamless transition of important roles among employees is a challenge in talent management (Hongal & Kinange, 2020:67). Thus, organisations need to ascertain possible leaders and develop their skills to assume organisational critical positions. Simply put, it is the process through which organisations identify vital positions within its workplace and develop and establish strategies for employees to occupy those positions (Rajabi, *et al.*, 2021:528). According to Guzeller and Celiker (2020:105), succession planning also entails a long-term perception, evaluation of talent eagerness, and the establishment of developmental ways for probable successors.

Succession planners often rely on the availability of the correct mix of employees in the organisation. Hence, succession planning, in the views of Rajabi, *et al* (2021:529), is highly challenging when organisations develop brilliant succession strategy but lack proper and adequate talent to implement them. The argument postulated along this line by Vaiman (2021:256), suggests that it is a more challenging task to be able to identify the right successor for the job. Therefore, organisations need to have effective methods in place to assess the capabilities and potential of their employees accurately from who they can easily select based on their skills capacity to assume vital positions.

2.7.5 Diversity and Inclusion

Diversity and inclusion are a huge challenge for talent management because there is need to break barriers of employee diversity to be successful (Syed, & Ozbilgin, 2019:15). Organisations need to establish diversity and inclusion initiatives, eliminate systemic obstructions, and safeguard equal prospects for all employees. In addition, Spector (2019:10) averred that language barriers, and divergent communication styles among others, are also forms of talent management challenges

that could be found in organisations and noted further the importance of addressing these challenges to prevent their degeneration into serious problems for the organisation.

According to Bernstein, *et al* (2020:396) the higher the level of diversity among members of a team within an organisation, the greater the chances of employees' exposition to biases, discrimination, and harassment. Spector (2019:10) thus, mention that consequently, many employees may not be free to expose their full characters for fear of unnecessary victimisation from the organisation.

However, for organisations to avert this situation from occurring, Syed and Ozbilgin (2019:15) suggested organisations should ensure creation of a good working environment within which their employees are comfortable. It will enable them to relax, feel included and share views especially on issues that concern them. Again, establishing a workplace diversity system to effectively address the challenges of employee diversity and inclusiveness, according to Spector (2019:10), is essential if an organisation wants to get the best services from its employees.

2.7.6 Global Talent Management

According to Crane and Hartwell (2019:83), global talent management is just a strategy of approach used by an organisation to find, utilise the skills of, and retain talents globally. Thus, Abeuova and Muratbekova-Touron (2019:843) emphasise that global talent management is a very significant step in the right direction for an organisation which intends to enhance its international talent hunt strategy.

Global talent management is another very daunting challenge faced by talent managers in organisations. One of the major reasons advanced for this by Bernstein, *et al* (2020:397), is that it is a very challenging task to manage diverse talents especially with employees from divergent cultures, locations, and regulatory environment. It is also challenging for an organisation and talent manager to completely “address cultural nuances and navigate legal and compliance requirements” of employees from across the global community (Spector, 2019:11).

In the views of Collings, Mellahi and Cascio (2019:450) developing reliable talent management policies and approaches is fundamental to solving the challenges faced by organisations towards global talent management among their employees. In order for organisations to attract and retain top talent, Spector (2019:11) notes that they should ensure the provision of a globally culturally diverse environment and a competitive workplace.

2.7.7 Changing Workforce Dynamics

Scholars such as Bernstein, *et al* (2020:397), and Dimovski, Grah, and Colnar (2019:2668), perceive workplace dynamics as “the way your people interact, engage, and collaborate” which encompasses the behaviours of employees, the understanding of their workplace environment and their assumptions. Apart from its deep impact on employees, Collings, Mellahi and Cascio (2019:450), believe that workplace dynamics also play a vital role in the general success of an organisation.

Bernstein, *et al* (2020:397), outlined four ways to enhance workplace dynamics to reduce the challenges it poses to an organisation’s talent management system. According to Bernstein, *et al*, when employees of an organisation work together in harmony and collaboration to achieve common organisational goals, this entails establishing a good workplace dynamic. One of the ways to do this is to determine how individual personalities affect workplace dynamics. Under this method, Bernstein, *et al* (2020:398) opined that a recognition and understanding of individual employee strengths and differences allows for an organisation’s proper perspective of how these employees can function optimally for the organisation. This helps in bridging the gap between employees with variant behaviours, skills, and experiences.

The second way is having a strong leadership. The perspective presented by Bernstein, *et al* (2020:398) in this regard suggests that strong leadership is critical for an organisation if it consciously engages in the responsibility of guiding and supporting their employees towards achieving organisational goals. However, Spector (2019:12) believes that clearly defined employee roles and responsibilities, appropriate task division, as well as defined timeline for projects, ensure employees’ comprehension of their job responsibilities.

Thirdly, according to Bernstein, *et al* (2020:398) is communication which is vital because of its role in cultivating trust and loyalty among employees especially when it is open and transparent. It helps employees to also work in harmony to ensure achievement of organisational goals. In support of this position, Dimovski, Grah, and Colnar (2019:2669), in their study agree that organisations should ensure that ideas, concerns and information are freely and effectively communicated to the management by employees. Spector (2019:12), however, cautions that training employees on how best to present their concerns and information should be encouraged by organisations to avoid a clash of interests and misrepresentation of ideas, information and data.

The fourth way identified by Bernstein, *et al* (2020:398) is being aware of cultural sensitivities and diversity. They argue in this sense that innovation and creativity are fuelled by the availability of solid diversity and inclusion mechanisms in organisations. In other words, organisations having an established inclusion and diversity mechanism enhance innovation and creativity within their organisation. To achieve this, Collings, Mellahi and Cascio (2019:451), insisted that organisations must endeavour to foster diversity by acknowledging the diverse backgrounds of their employees irrespective of their gender, race age, culture, and sexual orientation. To this end, Dimovski, Grah, and Colnar (2019:2669), iterated the importance of ensuring that employees are adequately respected, compensated, treated very well as well as given a fair amount of independence and flexibility in execution of their responsibilities.

2.7.8 Technology Integration

According to Tidd and Bessant (2020:10), “technology enables (organisations) to streamline and automate time-consuming processes, freeing more time for strategic talent management initiatives”. Thereafter, organisations that gather and analyse data assist organisational professionals to have a better insight into employee performance capabilities and skills to enable them to make more informed talent management decisions (Al-Rahmi, 2019: 26797).

Technology integration, as specified by Farjon, Smits, and Voogt (2019:83), is a strategic process which entails influencing the central platform to integrate existing solutions for the enhancement of performance management. Enhancing performance management would also include greater speed with precision to provide a more strategic talent perspective (Tidd & Bessant, 2020:11).

Al-Rahmi et al. (2019: 26798) noted that the growing employee advance in their responsibilities, and technology advance, the absence of flexible solutions to manage these complexities, create more challenges for organisations. Thus, it is imperative for organisations to improve performance management systems in line with advancing technology globally and provide employees with opportunities for skills development along this trajectory. Thus, in a study conducted by Tidd and Bessant (2020:12), it was stressed and clearly stated that by “implementing a sophisticated global talent strategy, organisations can make faster, more confident decisions to execute and achieve their objectives in a fast-evolving business landscape”.

2.8 THE BEST PRACTICES IN TALENT MANAGEMENT

Under this section, the study presents a review on identified best practices in talent management. The section also identifies and presents a review on the following best practices in talent management, setting clear expectations and alignment of organisational goals, going beyond regular performance appraisals, providing professional development opportunities, and measuring and improving talent management with analytics.

2.8.1 Setting clear expectations and align organisational goals

Setting clear expectations and aligning organisational goals are indeed considered best practices in talent management and they contribute to effective talent management. According to Hora (2019:1), setting clear expectations provides employees with a framework for their roles and responsibilities. When expectations are well-defined, Moldovan (2019:295) explains that employees would have a better understanding of what is expected from them, which increases productivity, and job satisfaction. It also provides a basis for evaluating employee performance against established criteria. Fraser (2019:158) notes that it becomes the responsibility of talent managers to clearly communicate job descriptions; including roles, responsibilities, and performance standards while setting clear goals for the employees. It is also their responsibility to discuss performance goals and objectives with employees and ensure they are aligned with the overall organisational goals (Moldovan, 2019:295). It is also important in the views of Al Aina and Atan (2020:8372) for organisations and their talent managers to encourage open communication channels for employees to seek clarification and feedback on their expectations. They equally need to provide regular feedback and performance reviews to address any gaps or areas of improvement. Thus, aligning individual goals with organisational goals remains imperative in this sense to ensure that employees are working towards a common objective.

2.8.2 Going beyond regular performance appraisals

According to Barbieri (2023:105) regular performance appraisals provide employers and talent managers with feedback on the job performance of employees. The essence is to ensure that employees are guided on how to achieve organisational goals and manage and meet those expected goals. Financially, Bayo-Moriones (2020:1984) note that performance appraisals assist organisations in determining how best to earmark funds for projects and rewards of hard-working employees. It also assists employers and employees to create and establish training programmes through which the skills of employees are enhanced and developed to advance their career.

Furthermore, one of the key points of regular appraisal explained by Al-Jedaia and Mehrez (2020:2077) is that performance appraisals provide an ideal opportunity for managers and employees to discuss and create personalised development plans. These plans identify areas for improvement, training needs, and career development opportunities. Therefore, Bayo-Moriones (2020:1984) averred that through regular appraisal, organisations outline steps and resources required to help employees enhance their skills, knowledge, and performance.

According to Barbieri (2023:105), going beyond regular performance appraisals often serves as the basis for rewards, recognition, and compensation decisions. These places high-performing employees on the eligibility list for bonuses, promotions, or other forms of recognition which are geared to reinforce positive performance, and drive engagement. When regular appraisal is pushed further, Bayo-Moriones (2020:1984), notes that it will then include documentation of the performance appraisal process which serves as reference documents for future evaluation and for record tracking purposes.

2.8.3 Provide professional development opportunities

Professional development opportunities refer to activities and programs that support the growth, learning, and skill enhancement of employees. A study conducted by Niati, Siregar, and Prayoga (2021:2385) shows that organising training programmes, workshops and seminars for employees remains a very effective means of enhancing employee skills in specific areas. On the other hand, Cooc (2019:27) noted that establishing mentoring programs within the organisation can facilitate knowledge transfer, skill development, and career guidance and that matching experienced employees with the less experienced ones allows for personalised coaching and support, helping employees attain their full potential.

From their perspective, Niati, Siregar, and Prayoga (2021:2385) opined that job rotation and cross-functional assignments offer opportunities for employees to take on different roles, responsibilities, or projects within the organisation to broaden their skill, gain diverse perspectives and build versatile expertise that are useful to their organisation.

2.8.4 Measure and improve talent management with analytics

The first step identified by Sousa *et al* (2019:2) is for organisations to define their key performance indicators because it provides a baseline for measuring talent management success. It also involves the collection and analysis of data from various sources to gain insights into talent-related trends,

patterns, and correlations. Organisations analyse this data using data visualisation tools and techniques to make the information easily understandable.

Another process recognised by Cooc (2019:28) is what he referred to as Talent Acquisition Analytics (TAA) which organisations use to assess the effectiveness of recruitment strategies by analysing data on sourcing channels, time-to-hire, cost-per-hire, quality of hires, and candidate demographics. Sousa *et al* (2019:2) further note that it is also used to determine which channels and methods yield the best results and optimise recruitment efforts accordingly. In addition, Niati, Siregar, and Prayoga (2021:2386) intimated the importance of performance analytics as data evaluation for individual and team performance.

Barbieri (2023:106) further advanced that it is also important to evaluate the impact of training and development programs by analysing data on participation rates, course completion, knowledge retention, and performance improvement post-training levels to identify skills gaps and areas of improvement to inform future training initiatives. It can be used to identify high-potential employees and successors for critical roles, and to develop targeted development plans and track progress over time.

2.9 CHAPTER SUMMARY

This chapter presented the theories adopted for this research as well the literature review. The early part of the work discussed the theories adopted for the research which included the Herzberg motivation and hygiene theory, Maslow's hierarchy of needs theory and equity theory. These theories were individually explained with the aim of exposing their relevance and applicability to this study. This is followed by other sub-themes which reviewed works and studies of other research which were both relevant and related to this exercise. Bulk of the review centred on talent management and how it is used by organisations to achieve their goals and advance the capacity of their employees. The chapter ended with a chapter summary.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This section presents the appropriate research methods adopted to find answers to the research questions. This research study adopts a qualitative research methodology to explore the challenges in implementing talent management strategies in a selected mining company. Qualitative research focuses on understanding the subjective experiences, perspectives, and meanings attributed to phenomena by individuals. It provides a deeper understanding of complex social phenomena and allows for the exploration of diverse viewpoints and contextual factors that influence talent management practices within the mining industry. This study provides an opportunity to capture the subjective experiences, perceptions, and insights of key stakeholders, shedding light on the unique contextual factors and industry-specific challenges that impact talent management practices in the mining sector. The topics that are explored in this chapter include research paradigm, research strategy, site selection and participant selection, data collecting methods and analysis, trustworthiness, and ethical concepts of the study.

3.2 RESEARCH PARADIGM

The research paradigm is the collection of beliefs that guide actions in a study (Creswell, 2014:6). A paradigm also enlightens the researcher concerning global philosophies and the topic's overarching ideology. The study adopted the social constructivist paradigm. Constructivist theories, as developed by Piaget and Vygotsky, assert that knowledge can only be produced through a person's social interactions. A few benefits can be gained by using the social constructivist paradigm in this study to examine the difficulties in implementing talent management in organisations. The constructivist paradigm is consistent with the guiding ideas of this study since it acknowledges that knowledge is created and shaped via interpersonal interactions and subjective experiences. As a result of adopting the social constructivist paradigm in this study, the following benefits can be achieved:

Deeper understanding of participants' points of view: The social constructivist paradigm highlights the significance of participant views and the function that social interactions play in influencing how people perceive the world. The researcher is able to explore the individualised perceptions, interpretations, and perspectives of important participants, such as HR managers, staff members,

and business professionals by following this paradigm. This method makes it possible to grasp the difficulties that the personnel management initiatives encounter in a more thorough and nuanced manner.

Contextualising and interpreting data: The constructivist paradigm maintains that people interpret and make sense of their experiences in accordance with their circumstances, social relationships, and cultural backgrounds. The researcher recognises the significance of context in comprehending the difficulties in talent management techniques in the mining industry by adopting this paradigm. It enables for the examination of the ways in which organisational culture, commercial norms, and particular contextual circumstances affect talent management techniques. The context of the research findings is enhanced, adding to their complexity and depth.

Participant participation and open-ended questions: The constructivist paradigm supports the use of interactive research techniques and open-ended questions to increase participant participation. The researcher established a setting where participants feel comfortable expressing their opinions, sharing their experiences, and adding to the body of knowledge by using in-depth interviews. A sense of ownership is fostered among participants by this participatory method, resulting in more genuine and significant insights into the difficulties faced in talent management.

3.3 RESEARCH APPROACH

According to Creswell (2014:8), conceptual assumptions, designs, and procedures influence the study approach. Quantitative research, qualitative research, and mixed methods research are the three most common approaches in social research. In this inquiry, the qualitative method was adopted. The qualitative approach, according to Bryman and Bell (2015:40), entails gathering non-numerical data using approaches such as participant observation, phenomenology, or case study to explain findings in narrative format. For the following reasons, the qualitative technique was used in this study:

- Through interviews, the researcher was in contact with the employees of the selected mining company and was able to understand the implementation of talent management.
- It aided the researcher in gaining a historical perspective on talent management and talent leadership in the subject of study, as well as identifying methods to improve the current situation as indicated in the problem statement.
- As a result, it assisted in presenting the findings in a narrative format, thus defining and clarifying the key concepts.

3.3.1 Methodological choice

Research methodology refers to the predetermined steps to position research. It addresses the methods adopted during the research process. Additionally, it demonstrates how researchers define their problem and objective. It offers their findings based on the information gathered over the course of the analysis. Research methodology is a branch of knowledge that creates new knowledge and strengthens the formulation of concepts, justifications, and theories, according to Lapan *et al.* (2012), who gave a brief definition of it. Clough and Nutbrown (2012) assert that research methodology is a work plan created during the design of a study, but Trainor and Graue (2013) argued that research methodology is a structure that provides justifications for the usage of methods in a study. Creswell (2014) further affirms that research methodology incorporates action plans that connect the approaches used to gather and interpret data. A non-empirical and empirical research methodology was adopted in this study. An empirical study, according to Creswell (2014:20) refers to a study using empirical evidence. It is also a way of gaining knowledge by means of direct and indirect observation or experience. A non-empirical study as described by Leedy and Ormrod (2014) is a collective and comprehensive review of related studies to solve a problem under investigation. The non-empirical study is usually the literature review and the document analysis (Lapan, 2012),

3.3.2 Research strategy

According to Creswell (2014:11), a research design is a way of collecting and analysing data during the research process. A study design, according to Ivankova *et al.* (2016:317), includes data gathering methods, instrument development techniques, sample strategies, and data analysis to provide solutions to the research topic. According to Bhattacharjee (2012:112), a study design is a strategy for making decisions and reaching conclusions about data collecting and analysis methodologies. This study adopted an exploratory research design. Exploratory research, according to Ivankova *et al.* (2016:317), is an investigation into a problem that provides a new perspective. According to Labaree (2013:2), exploratory research is utilised in a study when there is little knowledge about an issue, and the researcher obtains information from respondents using a variety of qualitative measures. Exploratory research entails looking into a variety of aspects to gain a better understanding of the phenomenon being studied. An exploratory approach was adopted to provide answers to the study questions due to a lack of knowledge about the challenges in the implementation of talent management in keeping high-potential employees.

3.3.3 Time horizon

Since data collection took place all at once, the study adopted a cross-sectional research approach. The participants at the selected mining company were only contacted once to explore the talent management strategy implementation and practices in their organisation. The researcher did not make any follow-up to know if there are changes in the variables measured in the study. The researcher used a cross-sectional approach due to the following reasons averred by Salkind Salkind (2010:3):

- Since data is gathered all at once, it is very cheap and quick to obtain.
- A cross-sectional study quantifies the prevalence of every element under study.
- It measures prevalence for every factor under investigation,
- Numerous outcomes are investigated in a single investigation.

3.4 STUDY POPULATION AND SAMPLING

A research population or site is the collection of people or events that are being scientifically examined in a study. A research population, according to Babbie (2011:91), is a well-defined group of people who are assumed to possess similar characteristics. A population's common, connecting attribute or trait is one in which all members share common characteristics. A study site, according to O'Leary (2010:162) and Babbie (2011:91), is a group of persons the researcher desires to study. In this regard, a total of 10 employees was selected from HR to participate in this study. These participants were selected using a non-probability sampling strategy known as purposive sampling method. A purposive sampling method refers to the ability of a researcher to select the study participants based on personal judgement such as positions, experience or capacities, or roles (Maree, 2015).

The inclusion criteria incorporated workers who are working at selected mining company in Northern cape, employees working in the Human Resource Department, and employees who have worked for more than one year in the organisation. The exclusion criteria included the employees who are not working at the Northern cape branch, employees that do not work in the Human Resource department and those who have not worked up to one year. Table 3.1 presents the participants selected for the study.

Table 3.1: Participants selected for the study.

Designation	Number
HR Manager	1
HR Assistant Manager	1
HR Analyst	1
HR Specialist	1
Senior Level	2
Junior Level	4
Total	10

The human resource manager, the assistant manager, the human resource analyst, human resource specialist, senior-level human resource, and junior-level human resource employees were selected to participate in this study. These participants were purposively selected because their diverse job specifications fall under selecting, hiring, recruiting, training, and retention of staff. The interviews will be conducted with the 10 selected participants and will be terminated at a saturation stage (when no new insights are obtained in the interview session).

3.4.1 Recruitment of participants

Participants were recruited by direct contact and written correspondence, such as letters or emails, addressed to potential subjects through the HR department. It was made clear from the outset of the recruitment process that potential volunteers should not anticipate rewards in exchange for their time, and they will not be coerced to participate in the study. It was clarified that participation is voluntary and that the researcher appreciates their useful input, which could help to improve the standard of working conditions for employees in their organisation.

To discuss the study's goals and their applicability to the organisation, a meeting was set up with the human resources manager. Additionally, providing prospective participants with complete study details prior to their enrolment helped generate interest in and willingness among the staff members to participate as research subjects. There were ethical observations in the hiring process, and it was done within a period of 2 weeks prior to the distribution of the data collection tools.

Verbal communication, such as phone calls, personal announcements, or word-of-mouth may also be of great value to those that may not have access to emails.

Regarding obtaining the consent of the participants, the content of recruitment materials was limited to information that helps potential participants to assess their interest and eligibility. Information was presented, concisely, and using lay person's language. The researcher avoided the use of technical or scientific jargon.

Recruitment materials included:

- A clear statement that this is just a study and a program or a project with intentions to evaluate challenges of implementing talent management practices at a selected mining company.
- A general description of the purpose of the research
- Time or other commitment required of the participants which will be a total of one visit that may last 40 minutes of participation.
- Contact information for interested individuals.
- Location of the research
- Potential direct or societal benefits through appropriate wording which must be truthful and reasonable (overstating of benefits will not occur)
- Provision of compensation plans through appropriate wording stated in simple terms and not overly emphasized.

3.4.2 Designing the measuring instrument

The interview guide comprised of sections A and B. Section A perused the biographical details of the participants while section B focused on the research questions of the study. The biographical details of the participants that were asked include age, gender, race, highest academic qualifications, and duration of work experience at selected mining company.

Section B assumed the research questions such as:

- What are the challenges in implementing talent management practices at selected mining company?
- What are the roles of talent managers at selected mining company to assist in achieving organisational goals?

- What challenges do talent managers at selected mining company face in achieving the objectives of their organisations?
- What competencies should talent managers possess to develop high potential employees?
- What mechanisms can talent managers adopt in keeping high potential employees in the organisation?
- What are the best practices in talent management to attain organisational goals?

The interviewer also asked follow-up questions to ensure that the opinions of the interviewees are completely gathered. The interview questions were formulated using simple English language. The duration of the interview did not exceed thirty minutes to avoid boredom. After the interviews, the researcher showed appreciation by thanking the participants for their utmost cooperation. The interview guide is attached as Annexure A.

3.4.3 Informed consent

The participants in this study were recruited by direct contact. This was accomplished via a variety of communication methods, including written letters, emails, SMS, and telephone calls. The researcher went to the HR office at the study site and obtained the contacts of the employees selected to participate in the study. The HR office served as the gatekeeper who asked about the study and its relevance to the organisation and the society at large. After all their requirements were met, the researcher collected the contacts of the proposed respondents. These contacts were collected with a view to conducting interviews with them. The researcher informed them in the first instance that participation in the study is completely optional, and that participants are free to leave at any time. The researcher also informed them that there are no incentives for participants other than to help in providing their insights on the challenges in the implementation of talent management in their organisation. The study's principal objective was disclosed to the participants, as were all ethical issues involved in the study. Within two weeks, participants were recruited, and the date of the interview was set and agreed upon by both parties. To guarantee that there was no communication gap, the researcher maintained effective communication through multiple channels as previously highlighted.

3.5 COLLECTION OF DATA

After obtaining the consent of the participants to participate in the study, an interview was scheduled. An interview guide was adopted to collect data in this study to assist in gaining new

ideas and in-depth perspectives from participants concerning the topic under examination. To comply with the South African government's COVID-19 requirements, online interviews were used to collect information from participants for this study. Following approval by the North-West University Ethics Committee, all participants were contacted to obtain their consent to participate in the study, which was accomplished by acquiring their contact information through the local administration office. The interview questions were provided to participants after they gave their consent via emails, phone calls, or WhatsApp messages. Participants who were unable to document their ideas, however, were interviewed over the phone.

3.6 STATISTICAL ANALYSIS

Data analysis, according to Nieuwenhuis (2016:120), is the process of assessing and interpreting data collected from respondents to provide a succinct summary. Data acquired through interviews were analysed concerning the study's objectives. Tape recorders were used to record the information gathered during the interviews. Atlas-ti software (version 23) was used to analyse the data collected from the participants. The study adopted a thematic analysis where themes and categories were identified and discussed. Thematic analysis entails reading through texts and identifying repeated patterns, themes and categories (Nieuwenhuis, 2016:126). The stages that were observed during data analysis are as follows:

- (1) Data organisation: All interviews were transcribed and saved legibly for future analysis at this step.
- (2) Transcripts were double-checked to ensure that the contents were correct, and that the report's instruction was followed.
- (3) The initial coding of the indicated themes and categories.
- (4) Data coding: To organise the linked data, the coding technique was used to bring together comparable headings with similar information. Themes and categories were formed as a result.
- (5) Data representation: The Atlas-ti network diagram presented the findings of this investigation as themes and categories.
- (6) Results from interpretation and summary: The results were interpreted in this section based on the study's research questions, which were validated by the literature review.

3.7 TRUSTWORTHINESS OF DATA COLLECTING INSTRUMENTS

Bryman and Bell (2015:717) define trustworthiness as a collection of criteria for determining a study's correctness. The following measures of trustworthiness were maintained in the study:

Credibility: The term "credibility" refers to the degree to which the findings accurately represent the participants' socially established opinions (Saunders *et al.*, 2016:206). Long-term participation, constant observation, triangulation, and member verification are all measures that were used to assure the validity of a study (Korstjens & Moser, 2018:121). During the in-depth interviews with several participants, enough time was spent to acquire their various perspectives.

Transferability: External validity or transferability refers to the study's ability to adapt its findings to a wide range of scenarios (Saunders *et al.*, 2016:206). Providing thick descriptions, according to Korstjens and Moser (2018:121), is one way to ensure transferability. This study made use of transferability by presenting detailed and comprehensive findings that are understandable to outside readers.

Dependability: This entails the use of a comparable criterion for determining the credibility of quantitative research (Saunders *et al.*, 2016:206). Dependability ensures the accuracy of the outcomes and creates a transparent audit trail (Korstjens & Moser, 2018:121). Instead of the researcher, dependability was used to validate data coding through well-informed individuals.

Confirmability: This relates to the objectivity of the findings to ensure that logical conclusions can be drawn from the data (Korstjens & Moser, 2018:121). Confirmability was achieved by ensuring that the reader could follow a logical procedure that was simple to comprehend. The logical process was documented so that the study's validity was verified through an audit trail.

3.8 ETHICAL ISSUES OF THE STUDY

The ethical consideration in a research report relates to 'what researchers can do' and 'what researchers cannot do' in a study (Hammerseley & Traianon, 2012:16). While researchers may not be liable under civil law for unethical conduct in the process of conducting research, they are liable under research ethics (Bhattachajee, 2012:132). Several ethical principles were followed during this study, including:

- The Faculty of Economics and Management Sciences was approached for approval for the proposed study.

- A clearance certificate from the Faculty of Economics and Management Science was sought for researcher to be legally qualified, allowing the research practice to proceed.
- The researcher explained to the participants the study's purpose before conducting interviews, and everyone willingly agreed to the protocol.
- All participants were informed that their participation would be fully voluntary and that they had the opportunity to withdraw at any moment.
- Participants were told that their responses would be kept confidential and that no identities would be revealed throughout the reporting phase. Pseudonyms were employed to replace the participants' real names throughout the study.
- To prevent influencing the results, the researcher kept a barrier between the participants so that they may express their true feelings without fear of being judged.
- During the reporting process, the researcher avoided using erroneous data, jumbled records, and other deceptive methods.
- Everyone, including their feelings, as well as images of the participants were protected throughout the study duration.

3.9 CHAPTER SUMMARY

This chapter presented the research methodology adopted to find answers to the research objectives stated in chapter one of this study. The research methodology adopted a constructivist research paradigm. An exploratory research strategy was followed, and semi-structured interviews were used to collect data from the ten (10) selected participants. Data were analysed using Atlas-ti-software version 23 and interpreted by triangulating the literature review findings to find solutions to the problems of the study. Trustworthiness was maintained adequately, as well as all necessary ethical concepts.

CHAPTER FOUR

PRESENTATION OF RESEARCH RESULTS

4.1 INTRODUCTION

This chapter presents the results of the interviews obtained from the participants of this study. As explained in chapter three, there are 64 employees in the Human Resource Department. In this regard, a total of 10 employees was selected from HR to participate in this study. The researcher asked the selected participants to participate in the semi-structured interviews. In this regard, the HR manager, HR assistant manager, HR analyst, HR specialist, two Senior level managers, and four junior level managers were asked to participate in this study. These participants were purposively selected because their diverse job specifications fall under selecting, hiring, recruiting, training, and retention of staff. A semi-structured interview was adopted to collect data from these selected participants. Afterwards, a thematic analytical technique was used to analyse the data with the help of Atlas-ti software (Version 23). Data were further presented in Atlas-ti network diagram, interpreted, and further discussed by corroborating it with the literature review findings.

4.2 INTERVIEW SESSION AND RESPONSE RATE

The interview sessions were captured with the help of field notes where the researcher wrote down the responses from the participants. The researcher transcribed the recorded data to readable notes to ensure that the responses by the participants could be well understood. This was done through thematic analysis which involved the grouping of responses by the participants according to a subject group. Afterwards, the transcribed data was attributed to each research question to know the direction of responses of the participants. In the presentation phase, the biographic information of the respondents was presented followed by the themes and categories of findings from each research question. To maintain anonymity in this study, pseudo names were given to participants who participated in this study.

The total of ten (10) participants were selected to participate in this study, however, eight (8) participants indicated their willingness to participate in the study. In this regard, the study recorded 80% response rate which is deemed adequate to answer the research questions of the study. It should be noted that the interviews were face-to-face where the researcher was given the opportunity to interact with the participants to discuss their opinions and feelings on the problem of the study. The participants and their pseudonyms are presented in Table 4.1 below.

Table 4.1 Participants of the study

Designation	Number	Pseudonym
HR Manager	1	PA1
HR Assistant Manager	1	PA2
HR Analyst	1	PA3
HR Specialist	1	PA4
Senior Level	1	PA5
Junior Level	1	PA6
Junior Level	1	PA7
Junior Level	1	PA8
Total	8	

Table 4.1 depicts that five participants were from the Department of Rural Development, two from Strategic Land Acquisition, two from Property Management and one from Restitution Component.

4.3 PRESENTATION OF RESULTS

The raw interview data from all the participants were firstly transcribed into readable texts and then coded with regard to the procedures as stated in paragraph 3.6. The researcher drew several themes in view of the research objectives. The researcher presented the coded data under the afore-outlined research questions/objectives which served as the researcher's themes. The presentation of biographical information is provided followed by the responses from the research objectives of the study.

4.3.1 Presentation of biographic information

The biographic information or the personal characteristics of the participants such as gender, age group, race, years of experience and highest educational qualification were presented in this phase. Tables were used to represent the information gathered from the interviews. It is to be noted that all the tables obtained in this chapter are primary sources obtained from the study, therefore there were no references made on each table.

4.3.1.1 Gender

Participants in the study were asked to indicate their gender. Responses gathered in this category are presented in Table 4.2.

Table 4.2 Gender of the study

Gender	Frequency
Males	2
Females	6
Total	8

Table 4.2 portrayed that more females participated in the study than males, and this reflects in South African gender empowerment where it is discovered that woman are mostly empowered to hold powerful positions than men.

4.3.1.2 Age group

The participants were required to indicate their age group, their responses are summarised in Table 4.3 below:

Table 4.3 Age groups

Age group in years	Frequency
31-35	2
36-40	3
Above 40	3
Total	8

In Table 4.3, it shows that all the participants who participated in this study are above 30 years. This can actually depict that more knowledgeable or experienced people participated in this study, thus increasing the possibilities of reliability of the information gathered.

4.3.1.3 Race

The participants were asked to indicate their racial background, their responses are gathered in Table 4.4.

Table 4.3: Racial background

Race	Frequency
Black	6
Coloured	1
White	1
Total	8

According to the responses as shown in Table 4.4, it is gathered that more blacks participated in this study. This could further depict that the study site (Northern Cape) is dominated by black residents.

4.3.1.4 Highest qualification in education

Finally, the participants were asked to indicate their highest academic qualification and their responses are gathered in Table 4.5.

Table 4.5 Highest academic qualification

Highest qualification obtained	Frequency
Matric	3
Bachelors	2
Honours degree	2
Masters degree	1
Total	8

Table 4.5 shows that more participants of the study hold Matric as the highest academic qualification. This also depicts that no illiterate person participated in the study which depicts that they are able to contribute towards answering the research questions.

4.4 PRESENTATION OF FINDINGS FROM THE RESEARCH QUESTIONS

This section presents a raw result of the transcribed data from the interviews with the participants of the study. This section presents the findings from the research questions/objectives of the study. It should be noted that the findings were presented following the order of the research questions/objectives of the study such as:

- To explore the challenges in the implementation of talent management strategies at the selected South African mining company.
- To know the roles of talent managers at the selected mining company to assist in achieving organisational goals.
- To explore the challenges talent managers at selected South African mining company, face in achieving the objectives of their organisations.
- To investigate the competencies talent managers should possess to develop high potential employees.
- To document the mechanisms talent managers can adopt in keeping high potential employees in the organisation.
- To identify the best practices in talent management to attain organisational goals.

4.4.1 Word cloud of the study

This section presents the word cloud generated from the Atlas-ti software during the analysis of the study. According to Figure 4.1, the central words in the word cloud depict that the study focused on talent, employees, people, skills, and knowledge.

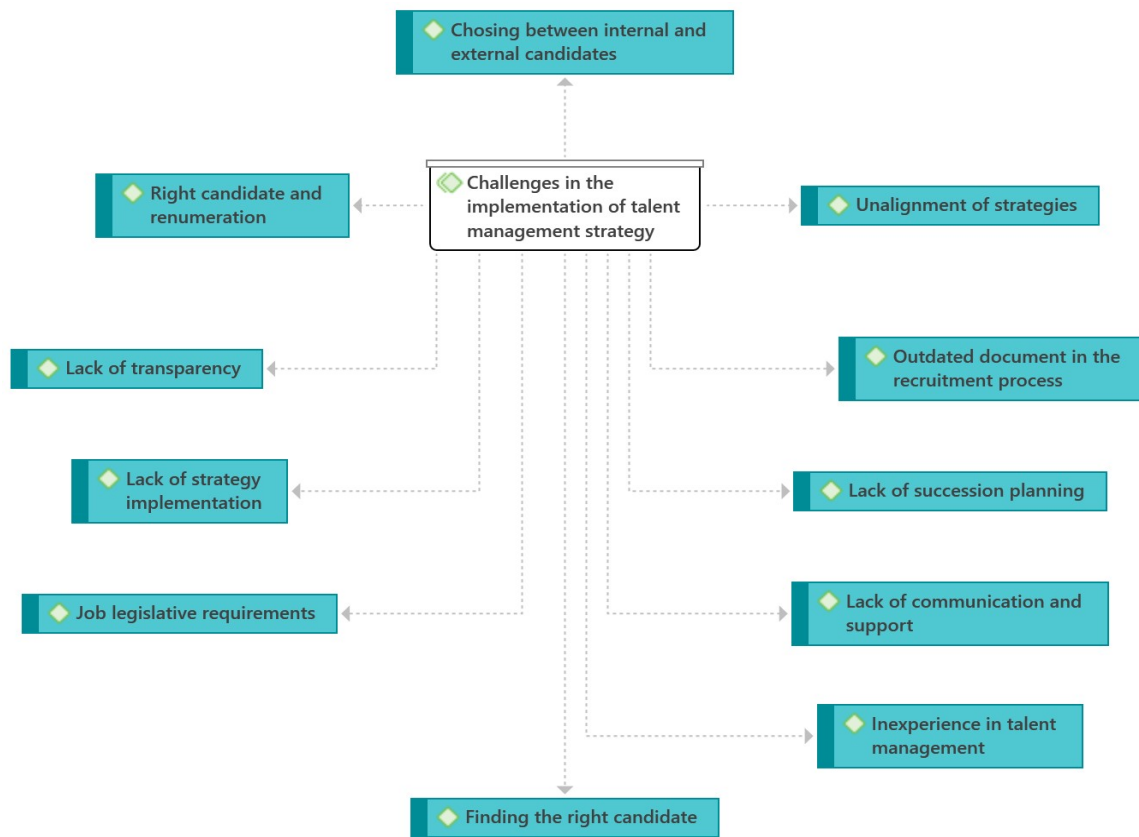


Figure 4.2: Challenges in the implementation of talent management strategy

According to Figure 4.2, participants indicated that the challenges in the implementation of talent management strategy include the confusion in choosing between internal and external candidates, unalignment of strategies, outdated documents in the recruitment process, lack of succession planning, lack of communication and support, inexperience in talent management, finding the right candidates, job legislation requirements, lack of strategy implementation, lack of transparency, and deciding the right candidates and remuneration. Following are some of the direct excerpts from the participants:

PA1 said, “Finding a right person at the right time for the job since in HR we always say there is a right people for the job”. “Outdated documents in the recruitment process for example job profile which don’t meet the current demands of talent acquisitions. In the absence of update documents in the recruitment process we end up depending on the supervisors for outlining the current competences required for the position. Which in result in the risk of personal bias or subjective approach”.

PA3 said, “Succession planning – To get succession planning rolling (Our colleagues don’t know where they stand in term of succession planning)”.

PA4 said, *“The leadership misalignment poses a challenge, talent strategy that is not aligned with the business strategy”.*

PA8 affirmed, *“No retaining strategy, no transparency but also not to raise expectation, succession planning not fully implemented, we are not intentional about talent, talent management plan not executed fully”.*

This section explored the challenges in the implementation of talent management strategy, and it could be observed that so many factors hinder the smooth implementation of talent management strategy in the study area. The findings of this study shed light on the challenges associated with the implementation of talent management strategies. One key challenge mentioned by participants is the dilemma of choosing between internal and external candidates. This decision is crucial as it impacts organisational culture and employee morale (Marinakou, 2019). Furthermore, the lack of alignment between talent management strategies and the general business objectives, as noted in the findings, can lead to inefficiencies, and wasted resources (Chung & D’Annunzio-Green, 2018). The participants further highlighted that there are outdated documents in the recruitment process which results in errors and miscommunications, emphasising the importance of keeping job descriptions and specifications up to date (Robert, Giuliani & Gurau, 2022). These challenges highlight the need for organisations to undertake the complex decisions involved in talent management effectively, from sourcing talent to aligning strategies with broader business goals.

Another critical challenge identified is the absence of succession planning, which is vital for the long-term sustainability of organisations. Effective communication and support, as also mentioned, play a pivotal role in talent management, influencing employee understanding and buy-in (PanditaRay, 2018). The findings highlight the significance of expertise in talent management as participants noted their inexperience. Further findings disclosed that HR managers’ proficiency in talent management is essential for its success, moreover, the challenges related to job legislation requirements and transparency highlights the importance of legal compliance and openness in talent management practices (Al Jawali et al., 2022). Lastly, the challenge of deciding the right candidates and remuneration emphasises the need for well-informed decisions, as compensation is intricately linked to talent management (McNulty & Kaveri, 2018). Addressing these challenges is critical for organisations aiming to effectively implement talent management strategies. The challenges identified in this section emphasise the nature of talent management in the study area. A selected South African Mining Company should focus on aligning their talent management strategies with their business objectives thus improving communication and support mechanisms

and making informed decisions about candidate selection and compensation. The next section presents the roles of talent managers.

4.4.3 To know the roles of talent managers at the selected mining company to assist in achieving organisational goals.

This section explored the roles of talent managers at the selected mining company in achieving organisational goals. Figure 4.3 presents the perceptions of the participants on the roles of talent managers.

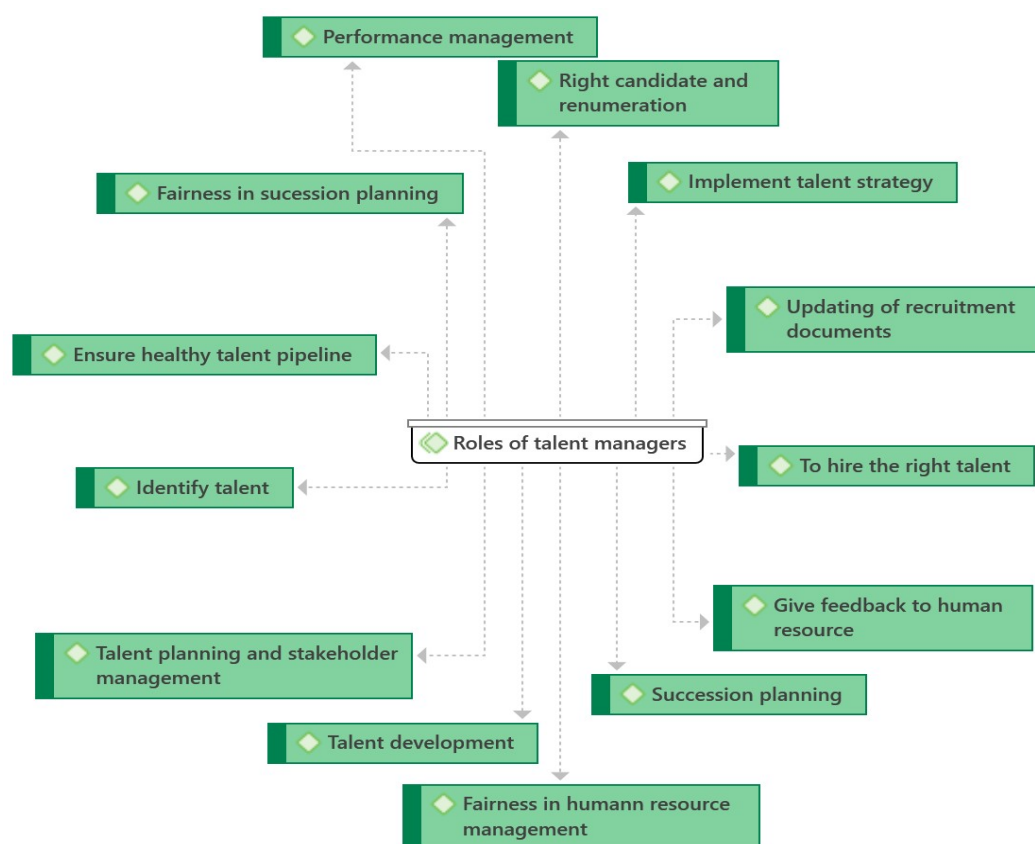


Figure 4.3: The roles of talent managers at the selected South African mining company

According to Figure 4.3 participants concurred that the roles of talent managers at the selected mining company to assist in achieving organisational goals include performance management, selecting right candidates and remuneration, implementing talent strategies, updating of recruitment documents, hiring the right talent, giving feedback to human resource department, succession planning, fairness in human resource management, talent development, talent planning and stakeholder management, identifying talents, ensuring healthy talent pipeline, and fairness in succession planning. Some of the direct excerpts from the participants are as follows:

PA1 said, *“The talent managers must ensure that the recruitment documents are continuously updated and aligned with the organisational goals. To ensure fairness in the sense that both internal and external equity are reward fairly. To ensure fairness in succession planning e.g. All candidates must be given the same training and support. During selection they must be subjected to the same selection processes to ensure fairness”.*

PA2 said, *“To ensure that the organisation have a healthy talent pipeline across the selected mining company (From PIT to executive. To ensure leadership development. Talent process must be fit for the business. The talent manager to regularly give feedback to the head of HR regarding talent challenges”.*

PA8 affirmed, *“To develop a plan, implement and monitor to put intervention where there are gaps”.*

The results obtained in this section reveal a consensus among participants regarding the roles of talent managers within the selected mining company and their contribution to achieving organisational goals. The first identified role, performance management, is a critical function in talent management practice. Research by Anwar and Abdullah (2021) and Khan and Abdullah (2019) amplifies the importance of managing employee performance effectively to enhance organisational effectiveness and productivity. Selecting the right candidates and determining fair remuneration is paramount for talent acquisition and retention, as highlighted in studies on talent management (Sanyal & Hisam, 2018; Ali & Anwar, 2021; Robert et al., 2022).

The role of talent managers in implementing talent strategies aligns with the strategic nature of talent management. Chung and D’Annunzio-Green (2018) emphasise the need for strategy-driven talent management to meet organisational goals effectively. Updating recruitment documents and ensuring healthy talent pipelines are essential for maintaining a competitive advantage in talent acquisition (Chun & Evans, 2023). The roles of giving feedback to the human resource department and ensuring fairness in human resource management are in sync with HR practices and organisational ethics. Talent development and succession planning, as identified by the participants are consistent with the long-term perspective of talent management, ensuring a sustainable workforce (Bafagih, 2019). Identifying talents and managing stakeholders are also integral parts of effective talent management and managers should possess these qualities to ensure the attainment of organisational objectives. These results obtained in this section collectively demonstrate that talent managers have crucial roles to play in the achievement of organisational

objectives, involving HR practices, strategy alignment, and a focus on long-term sustainability. These roles are deeply embedded in both HR practices and strategic management principles, emphasising the significance of a holistic talent management approach to meet organisational objectives and maintain competitiveness.

4.4.4 The challenges talent managers at selected South African mining company, face in achieving the objectives of their organisations.

This section explored the challenges talent managers at selected South African mining company face in achieving the objectives of their organisation. The participants' responses are summarised in Figure 4.4.

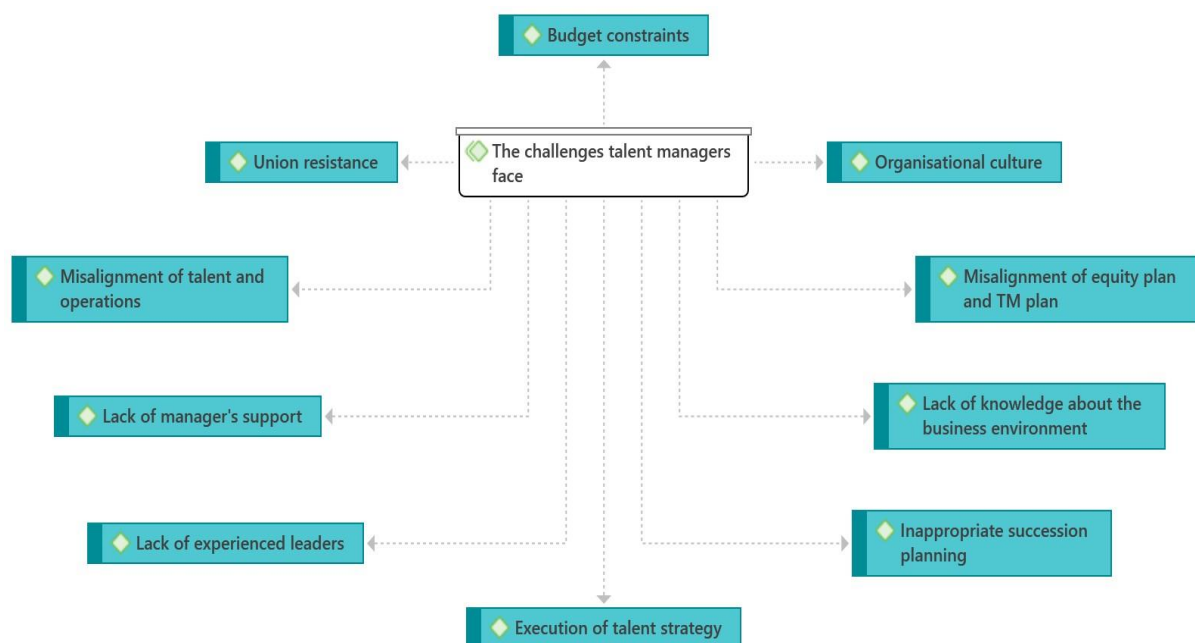


Figure 4.4: Challenges talent managers face in achieving organisational goals

According to Figure 4.4, participants indicated that the challenges talent managers face in achieving organisational goals include budget constraints, organisational culture, misalignment of equity plan and talent management plan, lack of knowledge about the business environment, execution of talent strategy. Lack of experienced leaders, lack of managers support, misalignment of talent and operations, and union resistance. Below are some direct excerpts from the participants.

PA1 said, “The business issuing the instruction to stop filling of vacancies poses a challenge”.

PA2 said, *“The execution of the talent strategy can be seen as not operation specific, not understanding context of the business and lack of alignment between talent and operations”.*

PA4 said, *“The resistance that is experience from the union, the culture that is created also a challenge since someone have to spend certain year in one position before moving to the next position, managers that are not pro-development (taking development personal)”.*

PA8 said, *“Talent management plan not executed fully, the plan not aligned with business requirements, you can identify the talent that is not aligned with employee equity plan, employee equity plan not aligned with talent management plan”.*

The challenges identified by the participants regarding talent managers in achieving organisational goals encompass a range of critical factors. Budget constraints are a commonly recognized challenge in the field of talent management. Limited financial resources can hinder talent acquisition and development efforts. Research by Slatten et al. (2021) highlight that budget constraints can lead to difficulties in attracting and retaining top talent, as organisations may struggle to offer competitive compensation and benefits packages. Organisational culture and its impact on talent management is another noteworthy challenge. The alignment of an organisation's culture with its talent management goals is crucial for the effective utilisation of human resources (Glaister et al., 2018). A misalignment between the equity plan and talent management plan can lead to inefficiencies and conflicts within the organisation (Sharma et al., 2019). This challenge emphasises the need for a cohesive and strategically aligned approach to talent management.

The participants highlighted that lack of knowledge about the business environment is a challenge that illuminates the importance of understanding the broader industry context in which talent management strategies operate. Without this knowledge, Tarique and Schuler (2018) affirm that talent managers may struggle to make informed decisions about talent acquisition and development. Furthermore, the participants noted that the lack of experienced leaders and managerial support can hamper talent management efforts, as effective leadership is a key driver of talent success (Tarique & Schuler, 2018). Union resistance can be a formidable challenge, often necessitating managers to carefully negotiate and communicate with employees to align union interests with organisational goals. Addressing these challenges requires a strategic approach that takes into account financial constraints, cultural alignment, and the need for knowledgeable and

experienced leaders. These challenges should be viewed as opportunities for organisations to refine their talent management strategies to overcome obstacles and ultimately drive success.

4.4.5 The competencies talent managers should possess to develop high potential employees.

This section presents the summary of responses from the participants on the competencies a talent manager should possess to attain organisational objectives. These responses are summarised in Figure 4.5

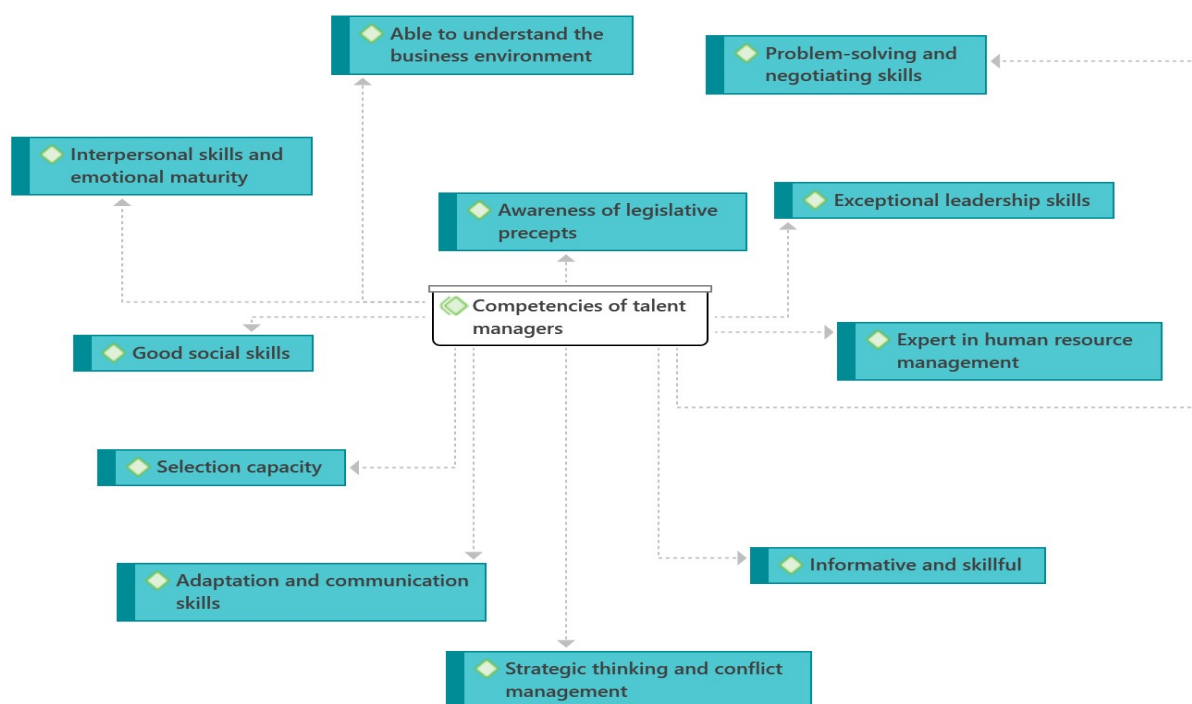


Figure 4.5: Competencies of talent managers

According to Figure 4.5, the competencies of a talent manager include problem-solving and negotiating skills, exceptional leadership skills, expertise in human resource management, informative and skilful, strategic thinking and conflict management, adaptation and communication skills, selection capacity, good social skills, interpersonal skills and emotional maturity, awareness of legislative precepts, and able to understand the business environment. Some of the excerpts of the participants are as follows:

PA1 said, “Awareness of the legislation, knowing where to get talented people, talent managers should have interpersonal skills, emotional maturity (Knowing the

circumstances), trustworthy and able to understand others, play mediating roles and able to hold confidential information.

PA2 said, *“Good social skills, ability to engage the people, very informed/ highly informed and possess a combination of all skills.*

PA3 said, *“Business acumen, understand the business, being analyse the trends within the industry, understanding the business, being able to communicate with people from levels.*

PA4 confirmed, *“They should possess problem solving skills, negotiation skills, ability to adapt, communication skills, presentation skills, strategic thinking and conflict management skills.*

This section explored the competencies talent managers should possess to achieve organisational goals. The competencies identified in this section encompass a wide range of skills and attributes essential for effectively managing and developing the human capital of the organisation. According to the participants, problem-solving and negotiating skills are fundamental, as talent managers often encounter complex workforce challenges and need to find innovative solutions. These competencies align with the study of Funke, Fischer and Holt (2018) who emphasise the importance of problem-solving abilities in global talent management. Exceptional leadership skills are a critical component of talent management. Leadership sets the tone for the organisation and plays an important role in attracting and retaining top talent (Sharma, Agrawal & Khandelwal, 2019). Competency in human resource management is paramount, as talent managers must understand HR principles and practices to successfully oversee talent acquisition and development (Sakka, El Maknouzi & Sadok, 2022)

According to the participants, strategic thinking and conflict management are closely related competencies. Talent managers need to align their strategies with the goals of the organisation and effectively handle interpersonal conflicts. Adaptation and communication skills are vital in the present-day dynamic business environment, where change is constant. The selection capacity to identify and recruit top talent is a fundamental role of the talent manager (Shahi et al., 2020). The participants noted that good social skills, interpersonal skills, and emotional maturity are necessary for building positive relationships within the organisation. Awareness of legislative precepts was noted to be essential to ensure compliance with labour laws and regulations. Lastly, understanding the business environment is crucial for effective talent management, as it enables talent managers to make informed decisions based on industry knowledge and trends. In conclusion, the

competencies of a talent manager are dynamic, reflecting the complex nature of talent management in modern organisations. These competencies, as identified by the participants align with existing literature in the field of talent management, underlining the strategic importance of these skills in fostering organisational success and competitiveness.

4.4.6 The mechanisms talent managers can adopt in keeping high potential employees

This section presents the responses from the participants on the mechanisms talent managers can adopt in keeping high potential employees. These responses are summarised in Figure 4.6.

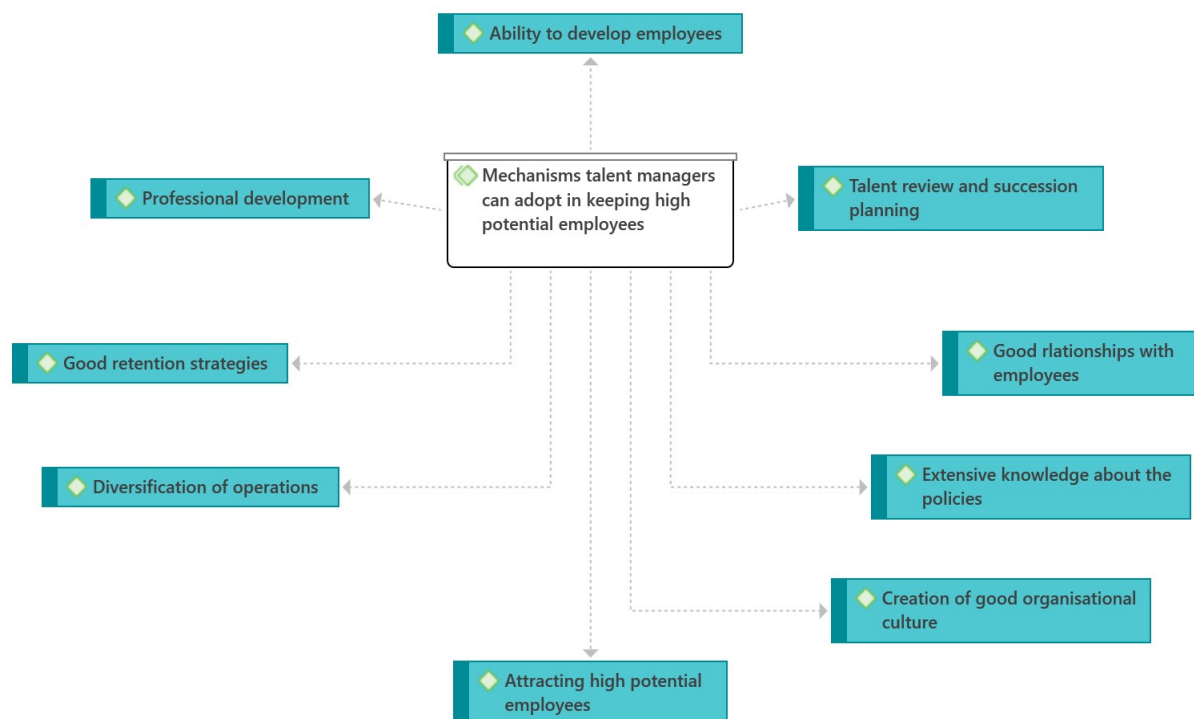


Figure 4.6: Mechanisms talent managers can adopt to keep high potential employees

According to the responses from the participants as summarised in Figure 4.6, findings depict that the mechanisms talent managers can adopt in keeping high potential employees include the ability to develop employees, talent review and succession planning, good relationship with employees, extensive knowledge about the policies, creation of good organisational culture, attracting high potential employees, diversification of operations, good retention strategies, and professional development. Some of the excerpts from the participants are as follows:

***PA3 said,** “Give feedback to those employees that are not successful and developing of employees.”*

PA4 said, *“The development of employees especially regarding talent, retention allowance to be provided. Leadership to create culture that people will feel at home because there is a saying that people leave their managers not organization. Create a learning organization.*

PA7 said, *“To have intentional conversation with employees that are seen as talent, to be transparent about talent. The employee value proposition to be implemented, also the flight policy for employees that came outside the province.*

This section explored the mechanisms talent managers can employ to retain high potential employees. Findings depict that one of the key mechanisms identified is the ability to develop employees, which aligns with the principles of talent development and career growth. Talent managers should focus on nurturing the skills and capabilities of high-potential employees to keep them engaged and motivated (Uitdenbogaart, 2018). Talent review and succession planning is another crucial mechanism, emphasising the importance of identifying future leaders within the organisation and creating a clear path for their growth (Jooss, McDonnell & Burbach, 2021).

Participants concurred that maintaining a good relationship with employees is essential in talent retention, as confirmed by Lacey and Groves (2021) who suggest that positive workplace relationships contribute to employee engagement and loyalty. Having extensive knowledge about organisational policies and practices is also vital, as it ensures that employees are treated fairly and equitably. The creation of a strong organisational culture that values talent and fosters a positive work environment can be a powerful retention mechanism (Harsch & Festing, 2020). Attracting high-potential employees through effective recruitment practices and diversifying operations to provide growth opportunities are integral to talent management (Uitdenbogaart, 2018). Furthermore, the study discovered that implementing good retention strategies and offering opportunities for professional development can significantly enhance high-potential employee retention (Lacey & Groves, 2021). These mechanisms align with the importance of employee development, succession planning, and positive workplace relationships in maintaining a competitive advantage through human capital.

4.4.7 The best practices in talent management to attain organisational goals

This section presents the responses from the participants on the best practices in talent management. The responses from the participants are summarised in Figure 4.7.

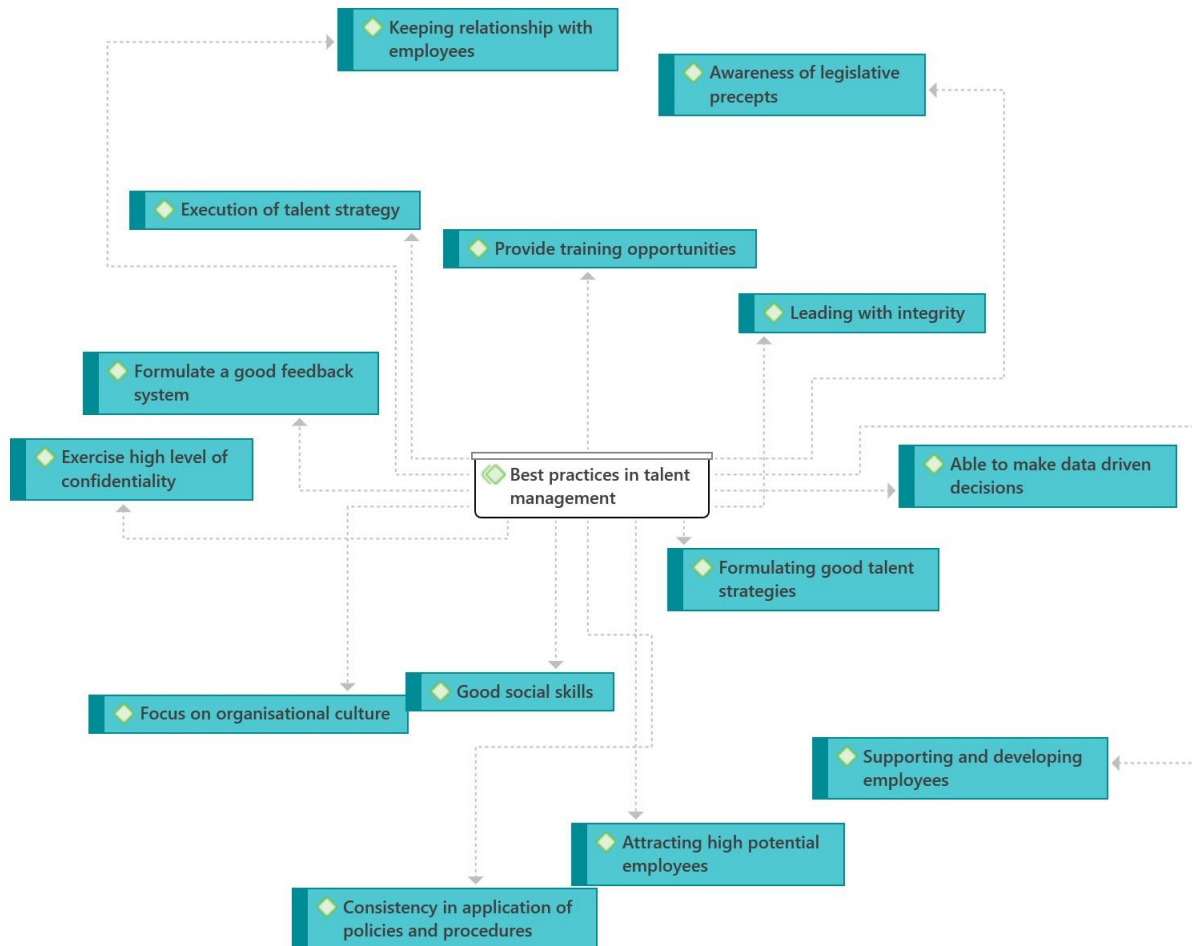


Figure 4.7: Best practice in talent management

According to Figure 4.7, the best practices in talent management include provision of training opportunities for employees, awareness of legislation guiding talent management, leading with integrity, ability to make data driven decisions, formulating good talent strategies, supporting and developing employees, attracting high potential employees, consistency in application of policies and procedures, good social skills, focusing on organisational culture, exercising high level of confidentiality, formulating a good feedback system, execution of talent strategy, and keeping relationships with employees. Some excerpts from the participants are as follows:

PA1 said, “Managers should talk to employees, they should be fair, have a talent strategy to support line supervision, they should be market related because your employees are

your ambassadors and treat them well, support employees and ensure that they are fully resource, and develop employees.

PA4 said, *“Consistency in application of policies and procedures (We shouldn’t be seen as favouring others), leading with integrity, exercise high level of confidentiality is important.*

PA6 said, *“Implementing performance management, succession planning, stretch opportunity (young graduates being send to operation for learning purposes) for early talent.*

PA8 said, *“They should be able to promote high performance organization culture, check how employees are experiencing company to identify the gaps and develop a company brand and what the organization is standing for.*

According to the findings obtained in this section, the identified best practices in talent management are in line with contemporary approaches to maximising the human capital of an organisation. Providing training opportunities for employees is seen to be fundamental to enhancing their skills and capabilities which aligns with the concept of talent development. Research by Hamadamin and Atan (2019) highlight that investing in employee development is key to achieving organisational goals and maintaining a competitive advantage. Awareness of legislation guiding talent management is also crucial to ensure compliance with labour laws and regulations (Taylor, 2018).

Leading with integrity is a pivotal aspect of effective talent management. Leadership that prioritises ethical behaviour and transparency is essential for fostering a positive organisational culture (Pasricha, Singh & Verma, 2018). Making data-driven decisions is aligned with the trend of evidence-based HR practices, where HR professionals rely on data and analytics to make informed choices about talent management strategies (Talerico, 2022). Formulating strong talent strategies, supporting and developing employees, and attracting high-potential individuals are strategic dimensions of talent management that help organisations identify, nurture, and retain their top talent (Greene, 2020).

Consistency in the application of policies and procedures is essential for fairness and equity within the organisation, promoting employee satisfaction and engagement (Pieters, 2018). The focus on organisational culture and the exercise of a high level of confidentiality contribute to creating a

positive work environment which is vital for attracting and retaining talent (Hickman & Silva, 2018.). The participants further attest that formulating a robust feedback system allows organisations to provide continuous improvement opportunities and fosters employee engagement. The execution of talent strategies and maintaining relationships with employees are overarching principles in talent management, driving success and competitiveness. These best practices in talent management are rooted in the principles of employee development, ethical leadership, data-driven decision-making, and strategic alignment. They are supported by existing research in the field, emphasising the significance of these practices for effective talent management and achieving organisational objectives.

4.5 CHAPTER SUMMARY

This chapter provided the presentation and interpretation of research results obtained from the interviews with the selected participants of the study. After the interviews were conducted, data were analysed using a thematic analysis technique through Atlas-ti software (version 23). The findings were presented in Atlas-ti network diagram which provides the themes and categories of the findings. The findings from the research questions were presented according to the order of the research questions as presented in chapter one of this study. The direct excerpts from the participants were presented and pseudonyms were used in place of the participants' names or profile to maintain anonymity of findings. Afterwards, the results were interpreted and discussed by corroborating it with the literature review findings to bolster its managerial implications.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This study explored the challenges in the implementation of a talent management strategy at the selected South African Mining Company. The study selected the human resource manager, human resource assistant manager, the human resource analyst, human resource specialist, senior level manager and the junior level manager to participate in this study. A qualitative research approach was adopted, and semi-structured interviews were adopted to collect the perceptions and opinions of the participants. Data was analysed through a thematic analysis with the help of Atlas-ti software (version 23) and robust findings were made and discussed appropriately to enhance talent management practices in the selected mining company. This chapter presents the summary of the findings obtained from each research objective as presented in chapter one of the study. Conclusions were drawn based on the findings of the study which provide insights on the managerial implications of talent management. Also, recommendations were tailored to both managers and the employees in an endeavour to improve talent management practices and to achieve the objectives of the organisation. The subsequent section provides the summary of findings.

5.2 SUMMARY OF FINDINGS

This section presents the summary of findings obtained in the study. The summary of findings is presented according to the order of research questions.

5.2.1 Summary of findings on research objective one

This research objective explored the challenges in the implementation of talent management strategy at the selected mining company. The participants identified various challenges in talent management strategy implementation. These challenges encompass decision-making difficulties concerning internal and external candidate selection, misalignment of strategies, outdated recruitment documents, absence of succession planning, insufficient communication and support, inexperience in talent management, identifying suitable candidates, adherence to job legislation requirements, deficient strategy implementation, transparency issues, and making decisions

regarding candidates and compensation. These challenges collectively highlight the complexities involved in effectively implementing talent management strategies within organisations.

5.2.2 Summary of findings on research objective two

This section perused the roles of talent managers at the selected mining company to assist in achieving organisational goals. The participants of this study highlighted that talent managers play several roles which are deemed crucial to attain organisational goals. These roles encompass performance management, ensuring that employees meet their potential. Additionally, talent managers are responsible for selecting suitable candidates and managing compensation, underlining their role in talent acquisition and retention. Implementing talent strategies is essential for aligning the workforce with organisational objectives, while maintaining updated recruitment documents ensures efficiency in the hiring process. Feedback to the human resource department and succession planning further contribute to talent strategic dimension. Fairness in human resource management, talent development, and stakeholder management illuminate the importance of ethical and holistic approaches. Talent managers also identify and nurture talents, maintain a robust talent pipeline, and ensure fairness in succession planning.

5.2.3 Summary of findings on research question three

This section explored the challenges talent managers face in achieving organisational goals. The participants outlined a set of challenges that talent managers encounter in their pursuit to achieve organisational goals. These challenges include budget constraints, where limited financial resources can hinder talent management efforts, affecting recruitment and development initiatives. Organisational culture plays a pivotal role in talent management, as a misalignment between the existing culture and talent management strategies can create barriers to effective implementation. Ensuring that equity plans align with talent management strategies is crucial for promoting fairness and transparency within the organisation. A lack of knowledge about the business environment and industry-specific challenges can hinder the ability of talent managers to make informed decisions. The execution of talent strategies and alignment with operational functions is essential for efficient talent management practices. The study revealed that the scarcity of experienced leaders and the absence of managerial support can pose challenges in talent management, as effective leadership is vital for nurturing talent and fostering a culture of growth. Additionally,

union resistance can be a formidable obstacle, requiring effective negotiation and communication to harmonise union interests with organisational objectives.

5.2.4 Summary of findings on research question four

This objective explored the competencies of a talent managers in achieving organisational goals. According to the participants, the competencies essential for a talent manager are a diverse set of skills and attributes that underpin effective talent management. These competencies include problem-solving and negotiating skills, highlighting the importance of resolving complex workforce issues and negotiation in talent-related matters. Exceptional leadership skills are crucial, as talent managers need to lead and inspire their teams, fostering a culture of growth and development. Expertise in human resource management is fundamental, the ability to be informative and skilled which is needed in providing guidance and support to employees. Strategic thinking and conflict management are significant competencies for navigating the complex dynamics of talent management. Adaptation and communication skills highlight the importance of staying flexible and effectively conveying ideas and strategies. Furthermore, competencies related to selection capacity, social skills, interpersonal skills, emotional maturity, awareness of legislative precepts, and understanding the business environment collectively highlight competencies of the talent managers. These competencies align with the requirement of balancing strategic thinking with practical HR skills to effectively attract, retain, and develop talents in the organisation.

5.2.5 Summary of findings on research question five

This objective explored the mechanisms talent managers can adopt in keeping high potential employees. Findings from the participants suggest that talent managers can employ several mechanisms to retain high-potential employees effectively. These mechanisms include employee development, talent review, and succession planning which are essential for nurturing and advancing top talents within the organisation. Furthermore, building positive relationships with employees is another critical aspect which promotes engagement and loyalty. The study discovered that talent managers should have extensive knowledge about organisational policies and ensure that employees are treated fairly and equitably. Creating a positive organisational culture and attracting high-potential employees through effective recruitment practices were found to be integral for maintaining a competitive edge. Furthermore, the participants indicated that diversification of operations provides growth opportunities and help retain top talent, while

effective retention strategies and professional development opportunities further enhance employee satisfaction and commitment.

5.2.6 Summary of findings on research question six

This objective explored the best practice in talent management which represent a comprehensive approach to nurturing and retaining top talents in the organisation. These practices include providing training opportunities to enhance employee skills, fostering awareness of legislation governing talent management to ensure compliance and fairness, and leading with integrity to create a positive organisational culture. Furthermore, the study discovered that making data-driven decisions and formulating effective talent strategies are essential for aligning talent management with organisational goals. Supporting and developing employees, attracting high-potential individuals, and maintaining consistency in policy application contribute to employee satisfaction and commitment. Participants indicate that effective social skills and a focus on organisational culture help build a cohesive and motivated workforce, also maintaining confidentiality and establishing a robust feedback system encourage open communication and trust. Furthermore, the execution of talent strategies and nurturing relationships with employees highlights the strategic nature of talent management. Organisations can create a talent-centric environment that fosters employee growth, engagement, and long-term success, ultimately achieving a competitive edge in the marketplace by adopting these best practices. The next section presents the conclusion of the study.

5.3 RECOMMENDATIONS TO THE STUDY AND MANAGERIAL IMPLICATIONS

The conclusions of this study are made to the organisation (study site), the talent managers and the employees.

5.3.1 Recommendations to the organisation

- The organisation should prioritise aligning its talent management strategies with its business objectives. A clear alignment ensures that talent management efforts are directed toward achieving organisational goals effectively.

- The organisation should invest in training programs and resources to help talent managers enhance their competencies. This can include leadership development, HR management, and strategic thinking training.
- The organisation should promote a diverse and inclusive organisational culture that respects equity plans and legislation. This can be achieved by fostering a culture of fairness and transparency.
- The organisation should improve communication within the organisation, ensuring that talent management strategies are effectively conveyed to all stakeholders. Open communication can help address challenges related to transparency and support.
- There should be an implementation of continuous support and resources to its talent managers. Effective leadership support at all levels is crucial for nurturing talent and fostering a culture of growth.
- The organisation should equip talent managers with negotiation and conflict resolution skills to effectively address issues such as union resistance and internal conflicts.

5.3.2 Recommendations to talent managers

- Talent managers should actively engage in continuous learning and development to stay updated on industry-specific challenges and best practices in talent management.
- They should embrace ethical leadership practices to create a positive organisational culture.
- They should lead by example to inspire teams and promote a culture of growth and development.
- Talent managers should focus on effective communication skills to convey ideas and strategies to all stakeholders. Open and transparent communication can address many challenges.
- They should stay flexible and adapt to changing circumstances and strategies in the talent management field. This adaptability is key in a dynamic environment.
- Talent managers should actively support the development of employees, provide guidance, and ensure they have opportunities for growth and advancement.

5.3.3 Recommendations to employees selected South African Mining Company

- Employees should actively engage with talent managers, providing feedback and participating in talent development initiatives.

- They should ensure adherence to organisational policies and legislation. Compliance promotes fairness and transparency in talent management practices.
- Employees should always take advantage of professional development opportunities provided by the organisation to enhance skills and advance the career.
- They should contribute to a diverse and inclusive organisational culture by embracing equity plans and fostering an inclusive work environment.
- They should maintain open communication with talent managers and provide input regarding talent management practices.

5.4 LIMITATIONS OF THE STUDY

This study adopted a qualitative study and focused on one organisation and therefore, the findings cannot be generalised because of diverse settings, limited scope, and internal/external factors obtained in organisations. Despite the limited scope, the issues with logistics limited the collection of data. During the process of the study, it was so difficult to secure appointments with participants of the study due to their commitments while most of them did not respond in time. This challenged the duration of data collection, and this had significant financial implications on the study.

5.5 CONCLUSION OF THE STUDY

In conclusion, this study has provided a comprehensive overview of talent management in the context of the selected mining company. It has addressed multiple research objectives which shed light on the challenges, roles, competencies, mechanisms, and best practices associated with talent management. The challenges identified in the implementation of talent management strategies emphasise the complexity and nature of this critical function within organisations. From decision-making dilemmas to the need for effective succession planning, these challenges highlight the importance of aligning talent management with organisational objectives and promoting transparency. Furthermore, the competencies, mechanisms, and best practices unveiled in this study collectively highlight the strategic role of talent management in achieving organisational success. Talent managers must possess a diverse set of skills, from problem-solving and leadership to HR expertise and effective communication. They should employ mechanisms like employee development, talent review, and succession planning, while embracing best practices such as data-driven decision-making and fostering a positive organisational culture. Organisations can create a talent-centric environment that nurtures growth, engagement, and long-term success, ultimately positioning them competitively in the market. This research contributes to a deeper understanding of talent management and serves as a valuable resource for organisations, practitioners, and

policymakers aiming to enhance their talent management strategies. It is the belief of the researcher that the insights provided in this study will facilitate more effective talent management practices, leading to sustained organisational success and growth.

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ANNEXURE A; INTERVIEW QUESTIONS

Introduction

This serves to inform you about the study titled '**Exploring the challenges in implementing talent management strategy in a selected South African mining company.**' This interview will allow individual participants the opportunity to freely talk about their opinions. The interviewer controls the pace of the interview by treating the interview questions in a standardised and straightforward manner. The same set of questions will be used for all interviewees, and these will be asked in the same order or sequence.

Participants: The participants selected to participate in this study include 10 participants from a selected mining company located at Postmansburg and Kathu in the Northern Cape province. These participants have been selected to participate in the study to assist in developing measures to enhance talent management practices.

Resources required.

A suitable venue would be required for conducting the in-depth interviews but to observe COVID-19 protocols as per code of practise of the selected mining company, the interview would be conducted online via MsTeam\WhatsApp. However, the interviews would be recorded which will be prior approval of the participants.

Introduction Phase

Good day, my name is Mr. Lesego Seima, a master's student from the North-West University, Mafikeng Campus. This interview aims to assist in exploring the challenges in implementing talent management practices at a selected South African Mining Company. This interview will only last

for 20 minutes and your concise and unbiased responses will be appreciated. Any information provided in this exercise is considered confidential; it will not be used against you in any way. It is to note that participation is only voluntary and you may withdraw at any time, also the results of this study will be open for scrutiny. In this regard, you may request a copy of the result if you so wish.

Please note that a record of this interview will be done to ensure that your comments and contributions are adequately captured for processing purposes. However, your name will not be attached to any comments, views presented, and/or perceptions expressed. The questions are open-ended which depicts that you will be allowed to give your opinions in each of the questions. Do you have any questions in this regard before we continue?

SECTION 1: DEMOGRAPHIC DATA (TICK WHERE APPROPRIATE)

1. Your gender	(a) Male	(b) Female				
2. Your age	(a) Less than 20	(b) 21-25	(c) 26- 30	(d) 31-35	36-40	Above 41
3. Race	a) Black	b) Coloured	c) White	D) Asian	e) others	
4. Highest qualification obtained	(a) Matric	(b) Certificate	(c) Diploma	(d) Bachelors	e) Honours	f) Masters

Research Questions

- What are the challenges in the implementation of talent management strategy at a selected mining company?
- What are the roles of talent managers at the selected mining company to assist in achieving organisational goals?
- What challenges do talent managers at selected mining company face in achieving the objectives of their organisations?
- What competencies should talent managers possess to develop high potential employees?

- What mechanisms can talent managers adopt in keeping high potential employees in the organisation?
- What are the best practices in talent management to attain organisational goals?

Closing remarks

Thank you for your responses

.....

ANNEXURE B- INFORMED CONSENT FORM

[OFFICIAL]

 **NWU**®

ANNEXURE B: INFORMED CONSENT

TITLE: Exploring the challenges in implementing talent management strategy in a selected mining company

RESEARCHER: Lesego W Seima

Email: lesegoseima@gmail.com

Contact details: 0832611159

Supervisors: Ms.Ntseliseng Khumalo

Dear Interviewee

This **Informed Consent Statement** is issued to inform you about the procedures of the research which investigates the challenges in implementing talent management strategy and practices at selected mining company in the Northern Cape province. The sole purpose of this study is to obtain information from experts (such as yourself) on your how to improve talent management practices at selected mining company in the Northern Cape province.

1. The procedure to be followed is qualitative research design where interviews will be used as data collecting technique.
2. Basic background information related will be asked such as your name, academic qualifications and related experience to the topic.
3. The duration of the interviews will take no longer than a maximum of 20 minutes.
4. You will be asked some questions and you will be given the freedom to provide your opinions on the topics.
5. This interview takes place on a voluntary basis and as such free to withdraw at any time.
6. The confidentiality of your responses is guaranteed as pseudo names will be used when quoting statements in the dissertation.
7. Any confidential information that prohibits the researcher to publish it in the final dissertation should be communicated during the interview.
8. A summarised copy of the final dissertation will be made available to the interviewee upon request.
9. The data gathered from the interview will only be used for research purposes.

I hereby declare that I have read and understand the contents of the Informed Consent Statement and give my full consent to the researcher to progress with the survey to use the information communicated by myself in his MBA dissertation.

Signature.....

Date.....14/08/2023.....

	Researcher: Lesego W Seima Email: lesegoseima@gmail.com Tel: 0832611159	Research supervisor: Ms N. Khumalo Email: 27491528@nwu.ac.za Tel: 0182582613
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ANNEXURE C



Private Bag X1290, Potchefstroom
South Africa 2520

Tel: 018 299-1111/2222
Fax: 018 299-4910
Web: <http://www.nwu.ac.za>

Senate Committee for Research Ethics
Tel: 018 299-484
Feziwe.Mseleni@nwu.ac.za

1 June 2023

ETHICS APPROVAL LETTER OF STUDY

Based on approval by the Economic and Management Sciences Research Ethics Committee (EMS-REC) on, 23/05/2023 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: Exploring the challenges in implementing talent management strategy in a selected mining company

Study Leader/Supervisor (Principal Investigator)/Researcher: N Khumalo

Student: LW Seima (36204145)

N	W	U	-	0	0	6	2	4	-	2	3	-	A	4
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Institution Study Number Year Status
Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation

Application Type:

Commencement date: 1/06/2023

Expiry date: 1/06/2024

Risk:

Minimal

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:*
 - *request access to any information or data at any time during the course or after completion of the study;*
 - *to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process;*
 - *withdraw or postpone approval if:*
 - *any unethical principles or practices of the study are revealed or suspected;*
 - *it becomes apparent that any relevant information was withheld from the EMS-REC or that information has been false or misrepresented;*
 - *submission of the annual (or otherwise stipulated) monitoring report, the required amendments, or reporting of adverse events or incidents was not done in a timely manner and accurately; and / or*
 - *new institutional rules, national legislation or international conventions deem it necessary.*

The EMS-REC would like to remain at your service as scientist and researcher, and wishes you well with your study. Please do not hesitate to contact the EMS-REC or the NWU-SCRE for any further enquiries or requests for assistance.

Yours sincerely,

Mark

Rathbone

Digitally signed by Mark
Rathbone
DN: cn=Mark Rathbone, o=North-
West University, ou=Business
management,
email=mark.rathbone@nwu.ac.za,
c=ZA
Date: 2023.06.01 13:49:57 +02'00'

Prof Mark Rathbone

Chairperson: NWU Economic and Management Sciences Research Ethics Committee