Talent Management in the Role of Employee Retention

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ABSTRACT

Retention of key productive employees is a major challenge for all organisations locally and internationally because the resulting churn created by replacing employees that voluntarily leave the organisation costs the business both directly and indirectly. The purpose of this study is to determine whether lack of talent management of employees is one of the causes of job dissatisfaction, to determine whether lack of talent management of employees contributes to employees' intentions to leave an organisation and to determine whether talent management plays a positive part in retaining employees in an organisation. Three main themes are focused on in this report to identify and describe reasons for voluntary employee turnover in business organisations that have a profit objective, namely low job satisfaction and intent to leave an organisation, employee retention and talent management.

One of the primary reasons that employees leave their current employer is better compensation from the new employer, however talent management in the form of personal development opportunities, opportunities for employees to use their skills and good career opportunities are important factors influencing an employee's decision to stay. Factors contributing to a cumulative process of job dissatisfaction include perceptions of job inflexibility and control, employees feeling overworked, excessive workloads, concerns that existing management may not be able to effectively lead the organisation, lack of challenging work and not enough recognition for work performed and a poor work/life balance.

Style of leadership plays an important role in affecting the level of job satisfaction and a more democratic style of leadership leads to better job satisfaction than a more autocratic leadership style. Job stress is also a major contributor to voluntary employee turnover as well as negative behaviour by employees feeling stressed at work.

Effective talent management is essential to achieving organisational excellence and a driving force for business success. Recruiting the most talented employees

may not be the best strategy for effective talent management as high fliers tend to leave organisations more quickly thereby generating significant employee turnover costs. Talent development is a more complex activity than many people responsible for HR in organisations realise.

Coaching and mentoring are business tools of the 21st century and mentors enhance and can ensure the professional development and success of existing and new talented employees in organisations.

HR personnel can have a positive impact on the value of an organisation through effective talent management by way of performance management, succession planning/decision analytics, targeted selection/talent reviews, development planning and support, career development, workforce planning and recruiting.

Ignoring the problem of employee turnover is risky and reluctance by employers to invest resources in order to retain productive talent doesn't help matters. Despite findings confirming that employees reach a decision to leave their current employer for something better, the leaving process remains a very complex process.

The case study in this report found that job satisfaction of employees was a function of remuneration, performance appraisal and feedback, work context and working environment and the affect of leadership. Talent Management of employees in the case study was a function of motivation for superior performance, training and development, job enrichment (variety of jobs), performance reviews and attraction of talent (and opportunities for promotion). Employee Retention of employees in the case study was a function of leadership, employment equity and equal opportunity, and influence of manager (direct superior). All these factors are supported by existing academic findings both locally and aboard.

Business leaders are increasingly acknowledging that talent does matter, but finding it difficult to measure precisely how valuable talent is. There are similarities between the reasons why employees in SA and the US leave

organisations of their own accord. In SA there is a significant disconnect between what young, talented black employees want from their employer and what most corporate employers were offering leading to the damaging culture of 'job hopping'. Money hardly played a role in the decisions of 65 percent of black employees that changed jobs at least once out of the three preceding years. Rather, 'push' or 'pull' factors influenced the employee's decision such as culture clash and/or hostility at work and/or lack of recognition and the spirit of being an entrepreneur and personal growth/new challenge. Local research has found that the top five variables impacting on talent retention in SA are challenging and meaningful work, advancement opportunities, manager integrity and quality, empowerment and responsibility and new opportunities/challenges. Talent and knowledge management are linked and together form an important source of competitive advantage in the SA context and talent management should be a strategic business priority in order to retain employees for sustainable competitive advantage.

The general conclusion of this report is that talent management in the role of employee retention cannot be seen in isolation. It needs to be considered along with factors influencing job satisfaction and employee retention. Results from the study indicate that organisations need to focus on all the above factors of job satisfaction, talent management and employee retention to address voluntary employee turnover in order to curtail the drain of talent from their organisations. These strategies should achieve outcomes such as preservation of sustainable competitive advantage, better motivated and effective employees generating better business results and an increase in value of the organisation as a whole.

The research problem investigated in this study attempted to analyze whether lack of talent management of employees is a cause of job dissatisfaction and employee turnover in a specific case study of a regional office of a local South African bank. Existing literature on the subject of job satisfaction; employee retention and talent management does not describe the role talent management plays vis-à-vis other variables.

The case study contained in this research could not reach any meaningful conclusions due to a very low response rate to the questionnaire on which the case study was based. Despite this limitation, general conclusions were drawn from existing academic literature and valuable findings extracted from a qualitative analysis of responses to the questionnaire.

Recommendations are put forward in this report to guide organisations how to focus on factors that influence job satisfaction, talent management and employee retention which should assist in addressing employee turnover to curtail the drain of talent from local organisations.

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Most importantly, were it not for the constant support, encouragement and sacrifices made by my wife, sons and other family members, I could not have completed this study as the final work of three years on this steep learning curve to a higher level of thought.

Finally, to my Lord Jesus Christ I give all the glory for this work.

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CHAPTER 1 – ORIENTATION

1.1   Introduction to this study

"Not another resignation! That's the third one this month. Just when we begin filling our employee vacancies, we lose another. Why are our employees leaving us and what can we do to stem this exodus that is a severe disturbance in our business?" (S N Tanton, Regional Manager Credit, Pretoria and North West Region, Business Banking Division, Nedbank Limited, South Africa).

This is the cry of enterprise managers all over the world. Retention of key productive employees is a major challenge for all organisations because the resulting churn created by replacing employees that voluntarily leave the organisation costs the business both directly (monetary cost) and indirectly (loss of talent and disruption to the business). Three main themes are focused on in this report to identify and describe reasons for voluntary employee turnover in business organisations that have a profit objective, namely low job satisfaction and intent to leave an organisation, employee retention and talent management.

Research outside South Africa ("SA") according to Burmeister (2004) has shown that low job satisfaction is caused by an employee's perceptions of job inflexibility and lack of control, too much work leading to a poor work/life balance, ineffective leadership within the organisation, lack of challenging work (and thus little opportunity for personal growth), insufficient recognition for a job well done and lack of promotion opportunities within the employee's existing organisation. Determinants and intervening variables that impact on an employee's intention whether or not to leave an organisation are; pay, integration with the organisation, communication within the organisation, degree of centralisation of power, degree of routinization of the tasks, distributive justice (fairness), upward mobility, job satisfaction and opportunity for growth according to Martin Jnr. (1979). The intent to leave according to Martin Jnr. (1979) is also correlated to the following factors; age of the employee, length of service, educational qualifications, occupation within the organisation and finally gender and marital status. SA studies have found that overseas research including Burmeister (2004) and Martin Jnr. (1979) is applicable in SA, however we face the additional

challenge of employment equity that plays a unique role locally in redressing the imbalances and impacts caused by the apartheid years, Booysen (2007).

From the literature review it appears that international and local research into talent management has found that the phenomenon is still in its infancy and mostly incorrectly applied to retain employees. Overseas research into talent management by Lunn (1995) focuses primarily on structured interviews to identify talent, talent development and succession planning. Mucha (2004) suggests a "sweet spot" where employees feel valued and career pathing and development is practised in order to retain talent. Local research into talent management by Meyer and Fourie (2004) focuses on mentoring and coaching as forms of talent management and Ndlovu (2005/06) describes a model of practical application of talent management in a leading SA business.

The focus of employee retention research in China, India, Nigeria and particularly the United States ("US"), examined factors considered by employees when reaching a decision whether or not to leave an organisation including pay (Martin Jnr, 1979), perceived lack of focus on talent management and prevailing organisational climate (Afolabi, No date), organisational context (Clinebell and Shadwick, 2005) and The Unfolding Model of Employee Turnover (Mitchell, Holton & Lee, 2001) that describes five decision paths an employee mostly follows to leave an organisation. SA studies by Booysen (2007) found that lack of challenging work and advancement opportunities, direct report (manager) integrity and quality, empowerment and new opportunities were all variables considered by employees when reaching a decision whether or not to leave an organisation. In her study of barriers to implementation of employment equity and retention of black managers, Booysen (2007) found that a dominant white male culture, paying lip service to the mandatory equity employment legislation, lack of meaningful work for black managers and slow progression towards equity employment targets played a dominant role.

It appears from academic literature that many of the employee retention and talent management issues we face in SA are similar to the issues faced by organisations outside SA. The one unique factor however is employment equity

in SA that adds a new dimension for local managers to contend with in their human resource (employee retention and talent management) strategies.

1.2   Purpose and Objectives of this research

The purpose of this study is to:

- To determine whether lack of talent management of employees is one of the causes of job dissatisfaction, and

- To determine whether lack of talent management of employees contributes to employees' intentions to leave an organisation, and

- To determine whether talent management plays a positive part in retaining employees in an organisation.

1.3   Theoretical Propositions

The researcher believes the following propositions form the core of the research report and these propositions were key in design of the questionnaire for the case study:

- Proposition 1 – Lack of talent management of employees is only one cause of job dissatisfaction. There are many other variables that play a stronger part in contributing to job dissatisfaction in employees.

- Proposition 2 – Employees experience talent management in the form of on-the-job training and development, employee retention and succession planning.

- Proposition 3 – Talent management plays a small, but positive, part in an employee's decision not to leave an organisation.

1.4   Statement of the problems and sub-problems

Research Problem

This study analyses whether lack of talent management of employees is a cause of job dissatisfaction and therefore employee turnover in the Regional office of a local SA bank. The research problem is that existing literature on the subject of job satisfaction; employee retention and talent management does not describe the role talent management plays vis-à-vis other variables impacting on an employee's decision to voluntarily leave an organisation. Some of these other variables include total remuneration package, extent of integration with the organisation (Martin Jnr., 1979; Bodden, Glucksman & Lasku, 2000),

effectiveness of communication within the organisation (Burmeister, 2004), degree of centralisation of power (centralised or decentralised), degree of routinization of the tasks, distributive justice (fairness), potential for upward mobility, job satisfaction and opportunity for growth (Martin Jnr., 1979; Bodden, Glucksman & Lasku, 2000)

<u>Sub problems</u>

The researcher considered the following sub problems integral to the main problem in the report.

1. Sub problem 1 – Does talent management possesses any strength as an intervening variable in an employee's job satisfaction?
2. Sub problem 2 – Does talent management possesses any strength as an intervening variable in an employee's decision to leave an organisation?
3. Sub problem 3 – What is the strength of other variables* impacting on job satisfaction vis-à-vis the role of talent management.

[*NOTE: 1 OTHER VARIABLES INCLUDE TOTAL REMUNERATION PACKAGE, EXTENT OF INTEGRATION WITH THE ORGANISATION, EFFECTIVENESS OF COMMUNICATION WITHIN THE ORGANISATION, DEGREE OF CENTRALISATION OF POWER, DEGREE OF ROUTINIZATION OF THE TASKS, DISTRIBUTIVE JUSTICE (FAIRNESS), POTENTIAL FOR UPWARD MOBILITY, JOB SATISFACTION AND OPPORTUNITY FOR GROWTH.]

1.5   Definitions

Commitment

'Commitment' is described as "the strength of an individual's identification with an involvement in an organisation" (Curtis and Wright, 2001:59).

Employee Retention

A tacit or deliberate set of actions taken in order to retain employees in an organisation.

Job Dissatisfaction

"The degree to which individuals feel negatively about their jobs. It is an emotional response to the tasks, as well as to the physical and social conditions associated with the workplace." (Burmeister, 2004: 350).

Job Satisfaction

"Job satisfaction is a feeling which is a function of the perceived relationship between all that one wants from his job/life and all that one perceives as offering or entailing." (Bajpai and Srivastava, 2004: 89).

Recruitment

The process of evaluating a job applicant's skills and talents in order to determine suitability for appointment into a specific job function. To determine the fit between an applicant's skills set and requirements of the specific job profile.

Shock

"A very distinguishable event that jars employees toward deliberate judgments about their jobs and [perhaps], to voluntarily quit their jobs" (Lee and Mitchell, 1994: 60). Shocks can be positive or negative.

Staff churn

An event that occurs when employees within an organisation leave their existing internal section/branch/division for another section/branch/division within the same organisation.

Staff turnover

An event that occurs when employees of an organisation leave their employer.

Talent Management

Farley (2005) defines 'talent management' as the actions that include all talent processes necessary to "optimize" employees in an organisation: "performance management, succession planning/decision analytics, targeted selection/talent reviews, development planning and support, career development, workforce planning and recruiting" (Farley, 2005: 55).

Talent Management processes

Talent management processes include those activities that "include workforce planning, talent gap analysis, recruiting, staffing, education and development, retention, talent reviews, succession planning and evaluation" (McCauley and Wakefield, 2006: 4).

1.6   Delimitation of the study

The study does not attempt to predict the success talent management may have in employee retention. It is a case study analysis with a questionnaire regarding the role talent management plays in job satisfaction and employee retention in

the work lives of employees employed full time in the Regional office of a local SA bank.

1.7 Importance of the study and assumptions made

Findings of the research report are valuable in that they add to the growing body of local knowledge of factors causing job dissatisfaction and employee turnover in local banks. The report assumes that talent management plays a positive role as an intervening variable in the decision of employees planning to leave organisations due to job dissatisfaction.

The following assumptions were made in the study:

- There is a high level of staff turnover in local organisations,
- Talent management is an imperative in SA banks to assist in job satisfaction and employee retention.
- Employees experience talent management mostly in the form of on-the-job training and development, employee retention and succession planning.

1.8 Outline of the Research Report

Chapter 1 of the report sets out an introduction to the work, the purpose and objectives of the report and theoretical propositions based on current literature regarding job satisfaction, employee retention and talent management. The main problem being researched is detailed along with associated sub problems in Chapter 1. Definitions of key words in the report are listed after which the boundaries of the study are set out through explanation of delimitations of the study. Importance of the study and assumptions made are set out and finally an outline of the report is detailed (which you are currently reading). The literature review is set out in Chapters 2, 3 and 4 which focuses on the three main themes of the study, namely job satisfaction, talent management and employee retention. Each of the three chapters concludes with a summary to crystallize the essence of each of the main themes in the literature review.

Chapter 2 reports on the first main theme of this report, namely job satisfaction. It discusses causes of job satisfaction, employee responses to job satisfaction and strategies currently employed in local and international organisations to overcome the problem of job satisfaction.

Chapter 3 discusses the second main theme of this report, namely human capital and talent management. Selection and development of talent is discussed as well as career management and mentoring. The chapter concludes with a discussion of the value of talent from the perspective of the employee, business and customers.

Chapter 4 discusses the final main theme of this report, namely employee retention and the role played by the organisational climate and leadership dynamic in which the employee works.

Chapter 5 sets out the foundation of the study and describes how the three preceding chapters present a review of existing academic literature describing factors contributing to job dissatisfaction, employee retention and talent management. It is this existing body of knowledge that forms the basis of this study and the purpose of this chapter is to present a synthesis and critical analysis of the most relevant aspects of the literature review, particularly studies focused on SA.

Chapter 6 discusses the research design and methodology used in the study. The Chapter is presented through repeating the theoretical propositions based on current literature regarding job satisfaction, employee retention and talent management. The main problem being researched is restated along with associated sub problems. Detail of how the sample was selected is described and characterized considering aspects such as gender, race and definition of the strata of employees (per salary range). The entire population of the Regional office of a local bank was not surveyed. The "senior" stratum was excluded, as there is very little turnover at this level. The majority of employees leaving the Nedbank Regional office fall in the last three strata. The study used the proportional stratified sampling method (Leedy and Ormrod, 2005: 205) and aimed for at least an 80 percent response in each strata surveyed.

Chapter 7 sets out results of the study by way of summary statistics of demographics of the sample and a qualitative analysis of responses to each question in the questionnaire linked to the three main themes of the study,

namely job satisfaction, employee retention and talent management. The chapter concludes with limitations of the study.

Chapter 8 is the final chapter of this report and discusses the outcome of the study with cross-references to other relevant studies covered in the literature review (i.e. Chapters 2, 3 and 4). A conclusion is reached elaborating potential implications of the study and recommendations for further research.

That concludes an introduction to the report.

This next chapter commences the literature review with the first main theme of this report, namely job satisfaction.

CHAPTER 2 – JOB DISSATISFACTION

This chapter reports on the first main theme of this report, namely job satisfaction. It discusses causes of job satisfaction, employee responses to job satisfaction and strategies currently employed in local and international organisations to overcome the problem of job satisfaction.

2.1   Causes of Job Dissatisfaction

According to Farrell (1983), high turnover in employees is related to low job satisfaction. Low job satisfaction is also strongly correlated to low commitment on part of the employee to the organisation (Farrell, 1983). Farrell found that there are at least four possible options an employee will exercise in response to job dissatisfaction according to his "EVLN Model".

In a far more skeptical, yet fun approach leveraging off the Dilbert comic strip as a 'soapbox', Burmeister (2004) does not believe it is possible to specifically determine factors causing job dissatisfaction due to individual perspectives and personal biases of employees. Nevertheless based on his research, Burmeister (2004) offers the following suggestions as to factors contributing to job dissatisfaction; perceptions of job inflexibility and control, employees feeling overworked, excessive workloads, concerns that existing management may not be able to effectively lead the organisation, lack of challenging work and not enough recognition for work performed. Unhappiness of employees due to a poor work/life balance also featured highly in Burmeister's (2004) research. Drawing on other studies Burmeister reported the following additional factors causing job dissatisfaction: *"not having the proper tools/systems/policies to do the job, not getting enough feedback/support, getting mixed messages about what's important, insufficient authority to resolve problems, inadequate opportunity to grow/advance and being left out of the big picture*" (Burmeister, 2004: 351).

Burmeister (2004) warns management that the above mentioned factors contributing to job dissatisfaction are by no means exhaustive and that it should not be forgotten that seemingly unimportant small issues can contribute greatly to an increase in job dissatisfaction. He goes on to cite the following as examples of

these seemingly small issues that can contribute to a rise in general job dissatisfaction: lack of parking space for all employees, bad tea or coffee, shortage of adequate bathroom supplies and facilities, fruitless meetings and fellow employees with a stated intention to be "career bureaucrats".

An important point noted by Burmeister (2004), was that in a survey of 5,000 households in the US in July 2003 it was found that job dissatisfaction had increased from 49 percent in 1995 to 59 percent in 2003 in every age group and income level. He also emphasizes that dissatisfaction is a cumulative process not a once-off event.

Bajpai and Srivastava (2004) found that the threat to retrench employees, quick turnover of employees, reduced welfare benefits and little chance for 'climbing the corporate ladder' increased job dissatisfaction in employees. Further findings in their study supported findings of Burmeister (2004) regarding the lack of challenging work and fair opportunities for promotion as contributors to job dissatisfaction. Building on the unhappiness of employees due to a poor work/life balance found by Burmeister (2004), Bajpai and Srivastava (2004) found that employees who found it difficult to adjust between family and work were generally less satisfied with their job and their life. "High strain jobs (high demands, low control)" led to poor health in the form of "emotional exhaustion" (Bajpai and Srivastava, 2004: 92) and other health complaints.

Bajpai and Srivastava (2004) found that job satisfaction was said to exist in a secure job environment, where good welfare policies and job stability existed. Style of leadership also plays an important role in affecting the level of job satisfaction. A more democratic style of leadership was found to lead to better job satisfaction than a group's experiencing a more autocratic leadership style. The active job (high demands, high control) led to positive outcomes in the form of a challenging job and high job satisfaction. Further positive contributors to job satisfaction included group tasks involving interdependence with other groups increased the feeling of belonging and organized effort among employees and thus increased the level of job satisfaction.

In a study of the moderating role played by organisational politics and workplace cooperation on the turnover intentions of employees brought about by job strains, Harris, James and Boonthanom (2005) found that job stress was a major contributor to voluntary employee turnover as well as negative behaviour by employees feeling stressed at work, for example arriving late, quitting the job (Harris, *et al.*, 2005).

Many years ago Martin Jnr. (1979) proposed "The Casual Model of Intent to Leave" depicted in Exhibit 2.1. The researcher believes aspects of Martin Jnr.'s theories remain valid today. Martin Jnr. (1979) found that a total of ten variables in four groups were identified to possess significant influence on an employee's decision whether to leave an organisation or stay. These variables are stated below and briefly described:

- <u>Structural/process variables</u>
    1. Upward mobility (promotion to higher status within the organisation)
    2. Distributive justice (affirmation of organisation norms, e.g. promotion on merit)
    3. Communication (official organisational communication via memo's, training manuals)
    4. Routinization (repetitive job related performance)
- <u>Environmental variable</u>
    5. Opportunity (availability of alternative occupational roles in the organisation)
- <u>Mediating/intervening variable</u>
    6. Job satisfaction (positive affective orientation towards the organisation)
- <u>Demographic variables</u>
    7. Occupation
    8. Age
    9. Education
    10. Gender

Exhibit 2.1 – The Causal Model Of Employees' Intent To Leave An Organisation


```
Pay _____ (+) _____
Integration _____ (+) _____
Centralization _____ (−) _____
Instrumental communication __ (+) _____
Formal communication _____ (+) _____
Routinization _____ (−) _____          Opportunity
Upward mobility _____ (+) _____
Distributive justice _____ (+) _____     Satisfaction _ (−) _
Length of service _____ (+) _____
Age _____ (+) _____
Education _____ (−) _____
Occupation _____ (+) _____
Mar..al status _____
Sex _____                                  Intent

Community participation ____ (−) _____
Work commitment _____ (−) _____
Length of service _____ (−) _____
Age _____ (−) _____
Education _____ (+) _____
Occupation _____ (−) _____
Marital status _____
Sex _____

_____ = Causal Relationship
•—•—•—•—• = Interaction Relationship
        + = Positive Relationship
        − = Negative Relationship
```

(SOURCE: MARTIN JNR., 1979: 315)

Martin Jnr. (1979) concluded that certain determinants and intervening variables, as well as certain correlates played a key role in the following determinants on an employee's decision whether to leave an organisation or stay. These variables and correlates are depicted in Exhibit 2.2 and defined below:

A. Determinants and intervening variables,
   I. Pay (money paid to employees in return for services rendered)
   II. Integration (extent of participation at work indicated by having close friends at work)
   III. Instrumental communication (extent to which formal on-the-job training is transmitted to employees)
   IV. Formal communication (official organisational communication via memo's, training manuals)

V. Centralization (extent to which power is concentrated reflected in participative decision making – opposite of decentralized power)

VI. Routinization (repetitive job related performance)

VII. Distributive justice (affirmation of organisation norms, e.g. promotion on merit)

VIII. Upward mobility (promotion to higher status within the organisation)

IX. Job satisfaction (positive affective orientation towards the organisation)

X. Opportunity (availability of alternative occupational roles in the environment surrounding the organisation)

B. Correlates

I. Length of service (see Exhibit 2.2)

II. Age (see Exhibit 2.2)

III. Education (see Exhibit 2.2)

IV. Occupation Formal communication (see Exhibit 2.2)

V. Sex and marital status (see Exhibit 2.2)

Exhibit 2.2 – Statement of Propositions (Causal model of employees' intent to leave an organisation)

(SOURCE: MARTIN JNR., 1979: 317)

A. Determinants and intervening variables

I. *Pay:* Successively higher amounts of pay will produce successively lower amounts of intent to leave.

II. *Integration:* Successively higher amounts of integration will produce successively lower amounts of intent to leave.

III. *Instrumental communication:* Successively higher amounts of instrumental communication will produce successively lower amounts of intent to leave.

IV. *Formal communication:* Successively higher amounts of formal communication will produce successively lower amounts of intent to leave.

V. *Centralization:* Successively higher amounts of centralization will produce successively higher amounts of intent to leave.

VI. *Routinization:* Successively higher amounts of routinization will produce successively higher amounts of intent to leave.

VII. *Distributive justice:* Successively higher amounts of distributive justice will produce successively lower amounts of intent to leave.

VIII. *Upward mobility:* Successively higher amounts of upward mobility will produce successively lower amounts of intent to leave.

IX. *Job satisfaction:* Successively higher amounts of job satisfaction will produce successively lower amounts of intent to leave.

X. *Opportunity:* Successively higher amounts of opportunity will produce successively higher amounts of intent to leave.

B. Correlates

I. *Length of service:* Members with low lengths of service usually have higher rates of intent to leave than members with high length of service.

II. *Age:* Younger members usually have higher rates of intent to leave than older members.

III. *Education:* Better educated members usually have higher rates of intent to leave than do less educated members.

IV. *Occupation:* Members with lower occupational status usually have higher rates of intent to leave than do members with higher occupational status.

V. *Sex and marital status:* The data are inconclusive and thus no relationships are posited.

2.2 Employee responses to Job Dissatisfaction

Farrell found that there are at least four possible options an employee will exercise in response to job dissatisfaction according to his "EVLN Model" namely Exit, Voice, Loyalty and Neglect.

Exit is where the employee voluntarily leaves the organisation. Voice occurs where the dissatisfied employee chooses to voice his/her opinion to higher authorities (either inside or outside the organisation's management hierarchy) in an attempt to change the dissatisfying job, rather than escape it. The Loyalty response is where the employee decides neither to voice nor exit, but rather to wait out the situation for a period of time before taking any course of action. The final response an employee can choose to exercise in response to job dissatisfaction is Neglect. This action is demonstrated in a lax attitude and general disregard for other employees or the organisation as a whole. Farrell (1983) suggests that the EVLN Model is a *"useful typology for building predictive theories as to whether an employee will leave an organisation or not"* (Farrell, 1983: 605).

There are some strategies to address job dissatisfaction and these are discussed next.

2.3 Strategies to overcoming Job Dissatisfaction

Burmeister (2004) suggests a job enrichment programme as one strategy to overcome job dissatisfaction. Bajpai and Srivastava (2004) supported this finding stating that the more challenging a job is, the more the environment for a satisfied employee is created. The positive outcomes of reducing job dissatisfaction include a drop in absenteeism; likelihood of employees leaving is reduced, reduced work stress and employees are more likely to display behaviour fitting organisational citizens with a holistic positive frame of mind at home and at work.

2.4   Chapter Summary

This chapter covered job dissatisfaction, one of the three main themes examined in the literature review to identify and describe reasons for voluntary employee turnover, namely. It also discussed employee responses to job dissatisfaction and strategies to overcome job dissatisfaction.

The chapter reports that high turnover in employees is related to low job satisfaction and low job satisfaction is strongly correlated to low commitment on part of the employee to the organisation (Farrell, 1983). Burmeister (2004) offered a host of factors contributing to job dissatisfaction such as perceptions of job inflexibility and control, employees feeling overworked, excessive workloads, concerns that existing management may not be able to effectively lead the organisation, lack of challenging work, not enough recognition for work performed and poor work/life balance. According to Farrell's (1983) model quantifying job dissatisfaction there are at least four possible options an employee will exercise in response to job dissatisfaction, namely Exit, Voice, Loyalty and Neglect. Burmeister (2004) suggests a job enrichment programme as one strategy to overcome job dissatisfaction and Bajpai and Srivastava (2004) supported this finding stating that the more challenging a job is, the more the environment for a satisfied employee is created.

The next chapter describes the second main theme of the literature review report, human capital and talent management.

CHAPTER 3 – HUMAN CAPITAL AND TALENT MANAGEMENT

Chapter 3 discusses the second main theme of this report, namely human capital and talent management. Selection and development of talent is discussed as well as career management and mentoring. The chapter concludes with a discussion of the value of talent from the perspective of the employee, business and customers.

Gandossy (2001) declares its time for employers in the US to wake up to the fact that the war for talent is a reality. He quotes the following statistics in 2001 to support of his 'wake up call':

- 80 percent of 'white-collar' jobs globally would be obsolete in 2006,
- 75 percent of CEO's reported in 2001 that they had too few competent employees in their companies to grow the business,
- 60 percent of employees reported in 2001 that they planned to leave their organisations within coming 12 months.
- Average term of employment at a job in 2001 was a mere 3,6 years.

Although it is not clear whether any of Gandossy 's (2001) predictions were realized, they assist in quantifying the significance of the talent management problem.

The term "war for talent" was first coined by McKinsey and Company in 1998 to aptly and succinctly describe the difficulties faced by organisations across the globe in attracting talented employees (Pounsford, 2000).

3.1   Selection and development of Talent

According to Lunn (1995), selecting and recruiting talented performers using structured interviews is a successful strategy of employee retention. The structured interviews he refers to are based on studies of a number of talented performers employed in a wide variety of professions. These studies identify essential characteristics of these top performers and then use that data in structured interviews to seek out applicants displaying the essential characteristics identified by the studies.

Lunn's study revealed that using these structured interviews could considerably reduce employee turnover and also concluded that management of organisations wishing to become 'talent-led' need to re-think their approach to learning and development. Lunn (1995) suggested management stop seeing learning and development as an intervention to change personality characters of those hired and as a tool for solving organisational problems, and to rather using learning and development as a means to develop skills of talented performers.

A decade later, Beal (2005) contradicted Lunn and suggested that perhaps recruiting the most talented employees is not the best thing to do as high fliers tend to leave organisations more quickly thereby generating significant employee turnover costs. Beal (2005) concluded that only a few organisations tend to recruit bright people, develop them and then also do all they can possibly do to retain them. Most organisations perform only the first two activities and don't focus on retaining employees.

Gandz (2006) suggests an approach to talent development through the use of a talent management system he refers to as "Talent Development Architecture" (Gandz, 2006: 1). Gandz states that the ultimate goal of HR professionals and executive management is to build talent-rich organisations through what he terms (1) "Zero-Talent outages, (2) "succession not replacement", and (3) "becoming a talent magnet" (Gandz, 2006: 1). Barlow (2006), like Gandz, focuses on talent development in his study and specifically on development of talent (as opposed to recruitment of talent), retention and reward of talent. He concludes that talent development is a more complex activity than many people responsible for HR in organisations realise. One aspect of talent development mentioned by Barlow is "succession development" (Barlow, 2006: 6). Building on Barlow's focus on the succession aspect of talent management, there is a suggestion that effective succession planning integrates talent management with strategic planning of the organisation and anticipates changes in management (Who's next in line?, 2004: 30). According to the article, a huge benefit of this approach is that the entire organisation benefits, not just talented performers as effective succession planning assists in employee retention and improving organisational performance. Achievement of the two last mentioned organisational goals is

given impetus by employers identifying abilities and qualities required for employees to progress to more senior levels and communicating these requirements to the entire workforce of the organisation.

Mucha (2004) supports the studies of Gandz (2006) and Barlow (2006) and states that talent is the driving force for business success, most important in times of economic downturns when businesses need to acquire and leverage talent differently in order to thrive in the best and worst of times. Brannick (2001) held this view three years earlier stating that retaining performing employees in slow economic times is even more important than in better times. Mucha (2004: 98) states *"effective talent management is essential to achieving organisational excellence"* and further that a focus of successful talent management is aligning the performance appraisal process with creation of a means and process to identify the potential of employees to progress to more senior levels in an organisation. The author makes reference to a *"sweet spot"* (Mucha, 2004: 98/99) that positions the best person for a job in a job that is best for them. This "sweet spot" is the place where the following three variables intersect; work an employee enjoys doing, work an employee does well, and work the organisation needs done. Athey (2006) echoes this sentiment stating that to be effective, talent management strategies must cater for what matters most to employees and specifically mentions the following three things that employees desire to feel motivation and committed to their organisations; personal and professional development, deployment onto work assignments that demand use of their skills and fuel their passion, and connection to a greater group of other employees.

Ndlovu (2005/06) describes an integrated talent management model successfully implemented at Vodacom SA where the critical success factors of the as model are; (1) commitment by executive management to talent management, (2) managers must have basic HR management skills, (3) talent management is to be a key performance requirement for all managers, and (4) effective HR processes must help line managers with talent management (e.g. performance and career management). Ndlovu goes on to describe the following elements of an integrated talent management model, namely (1) dovetailing of the talent management model with Vodacom's brand, (2) successful recruitment and

retention of talented performers, (3) performance motivation of talented performers, and (4) succession development using a system of pooling talent.

Business leaders are increasingly acknowledging that talent does matter, but finding it difficult to measure precisely how valuable talent is. This is according to a study by Doman, Glucksman, Tu and Warren (2000). These authors put forward the *"dynamic-resource view"* (Doman, *et al.,* 2000: 106) paradigm that can give chief executive officers a powerful understanding of the role that talent plays in their organisations and the way talent combines with business processes to enhance or destroy shareholder value.

Frank and Taylor (2004) describe talent management trends that have shaped current HR practises as well as trends that will contribute to future HR strategies. The call-to-arms in *"the war for talent"* (Frank and Taylor, 2004: 33) made at the end of the 1900s appears to have cooled off early in the 21st century due to economic downturns and concerns over world peace, however *"the real battle to attract, develop, motivate and retain talent"* (Frank and Taylor, 2004: 33) started to heat up in 2004 due to what they term, the *"looming demographic time bomb"* referring to the aging workforce of baby boomers in the US (Frank and Taylor, 2004: 38).

Kelser (2002) also supports talent development and cautions that careful attention needs to be paid to recruitment and development of executive management to ensure organisational success. Instead of focusing on planning for replacements, Kelser (2002) argues that succession planning needs to include a more comprehensive array of employee assessment and development practises that are able to support the pipeline of talent in an organisation. Talent management in fact is one of the three elements of a comprehensive leadership-management process, the other two elements being strategic planning and continuous correct deployment of employees. In fact, talent management can be regarded as *"the development and maintenance plan for the leadership strategy"* (*'The "where" not "how" of leadership',* 2004).

3.2   Career Management and mentoring

For talent management in the form of career management to be successful, three elements exist that require cooperation both from managers and employees, career planning [an employee's self-assessment and identification of career interests and development needs], career pathing [which takes into consideration an employee's identified goals and career opportunities available in the organisation], and career development [an employer's responsibility that entails a planned effort to link the employee's own professional goals to the organisational requirements] (Retaining Talent is today's big challenge, 2004: 174).

It appears that coaching and mentoring are fast becoming business tools of the 21st century (Meyer and Fourie, 2004). Mentors enhance and can ensure the professional development and success of talented newcomers to organisations. Typical benefits of coaching and mentoring are; they contribute to employee retention and assist in harnessing "the full potential and talents of employees" (Meyer and Fourie, 2004: 51). This view is supported by the findings of Hattingh, Coetzee and Schreuder (2005) and Clutterbuck (2005).

Hattingh, *et al.* (2005) found that one of the internal influences, contexts and rationales for mentoring was the attraction and retention of best employees in the war for talent. The importance of mentoring in this context is that it shows future recruits and current employees in organisations that their contribution to that organisation is valued and recognised. Furthermore, in establishing readiness of an organisation for mentoring, one of the questions posed in the study is whether the management philosophy of an organisation is to grow talent or to buy it. Mentoring programmes appear to becoming a popular talent management tool in SA organisations (Hattingh, *et al.*, 2005).

According to Clutterbuck (2005), relationships are a major source of learning and the most powerful learning is provided by the mentor-mentee relationship as this bond provides task learning as well as socio-emotional learning. Clutterbuck (2005) focused on describing mentor and mentee competencies, one of which is the ability of a mentor to "recognize and reconcile different and perhaps conflicting purposes" (Clutterbuck, 2005: 3). Through this competency,

Clutterbuck (2005) states that organisational purposes, such as developing top talent and retaining graduate recruits, may be better achieved through development of this specific mentor-mentee competency.

A study of HBOS, the 5th largest bank in the United Kingdom ("UK"), found that a group of talented young trainee managers were assisted to promotion to full managers through a mentoring programme. The organisation adopted mentoring as a new approach in its development of employees as it was struggling to retain its graduate intake of employees. (Mentoring develops leaders of the future at Halifax plc, 2004).

3.3   Value of Talent (employee, business, customer)

Farley (2005) suggests that human resource ("HR") personnel can have a positive impact on the business results of an organisation and value through effective talent management. Farley (2005) defines talent management as the actions that include all talent processes necessary to "optimize" employees in an organisation: "performance management, succession planning/decision analytics, targeted selection/talent reviews, development planning and support, career development, workforce planning and recruiting." (Farley, 2005: 55). The key factor enabling HR personnel to add value to an organisation is by making the link between people and value (profits) and then translating business goals into workforce needs. Technology and appropriate software can lead to the best talent management decisions due to the fact that such resources can lead to better-informed decisions when a wealth of data on talent exists and is readily accessible by decision makers in the organisation.

Farley (2005) finds resonance with Bielski (2006) who also found that workforce management software could assist in seeing the value of employees more clearly and in doing so, be part of a "strategic talent management program" (Bielski, 2006: 49). Such software is able to assist in development of an organisation's talent pool through building an electronic record of an employee. The idea is that senior management and HR gather key information about employees in their daily interactions and add these observations to data gathered at periodic hiring and promotions of employees. Gathering the data can create value in three

ways. First, it can improve objectivity during performance appraisals and training assessments, Secondly, it can assist in decision making to deploy talent for a certain assignment or project in the organisation and finally, it can record how certain talents and skills are being leveraged over an entire organisation.

In a futuristic study, Hedley, White, Petit dit de la Roche & Banerjea (2006) suggest four strategic imperatives retail banks should follow "to cultivate innovation and position themselves for sustainable growth" for 2015 (Hedley, *et al.*, 2006). One of the four strategies suggested is to harness the potential of employees by means of effective performance management. According to one survey of financial services executives, 88 percent of those banks consider talent very important to business performance, and 92 percent consider talent management one of the top three sources of competitive advantage (Hedley, *et al.*, 2006: 57). In light of these findings, Hedley, *et al.* (2006) suggested banks dramatically change their existing talent development programs to prepare for projected industry trends and "to establish effective incentive and performance management strategies." (Hedley, *et al.*, 2006: 57).

At a Thought Leader Roundtable conference of HR practitioners held in the US in 2003, participants identified "talent and knowledge gap" (Stopper, 2003:5) as one of the most pressing issues facing the HR profession until 2005. Three years later, many US companies were still found to be ill prepared for the current talent crises and even setting themselves up for inevitable employee turnover due to an obsession for recruitment of new employees. This while critical employees were leaving 'out the back door' (Athey, 2006).

Following 'hot on the heels' of Gupta (2001) and Athey (2005) to focus on the talent crises; the number one priority critical issue in the HR drive in 2006 was talent management (Birschel, 2006).

3.4   Chapter Summary

This chapter covered human capital and talent management, the second of three main themes examined in the literature review to identify and describe reasons for voluntary employee turnover.

Lunn (1995) suggests that selecting and recruiting talented performers using structured interviews is a successful strategy of employee retention. Mucha (2004) supports the studies of Gandz (2006) and Barlow (2006) and states that talent is the driving force for business success and that *"effective talent management is essential to achieving organisational excellence"* (Mucha, 2004: 98/99). Mucha (2004) further advocates that focus of successful talent management is aligning the performance appraisal process with creation of a means and process to identify the potential of employees to progress to more senior levels in an organisation.

A *"sweet spot"* (Mucha, 2004: 98/99) can exist when the employee enjoys the work performed, work performed by the employee is done well and the work performed is what the organisation needs done. Athey (2006) believes that to be effective, talent management strategies must cater for what matters most to employees and specifically mentions personal and professional development, deployment onto work assignments that demand use of their skills and fuel their passion and connection to a greater group of other employees as the three things employees need to feel motivated and committed to their organisations;

Three elements are required for talent management, namely career planning career pathing and career development (Retaining Talent is today's big challenge, 2004: 174). Coaching and mentoring locally are fast becoming business tools of the 21st century (Meyer and Fourie, 2004) as mentors ensure professional development and success of talented newcomers to organisations.

Farley (2005) suggests that HR personnel can have a positive impact on the business results of an organisation and value through effective talent management.

The next chapter describes the third and final theme of the literature review, namely employee retention.

CHAPTER 4 – EMPLOYEE RETENTION

This chapter discusses the last main theme of this report, namely employee retention and the role played in employee retention by the organisational climate and leadership dynamic in which the employee works.

Recruiting and retaining productive employees is a major problem for many employers in the US ("US") these days. Losing employees costs a business directly and indirectly as it causes instability in the workforce, results in reduced productive efficiency, lower effectiveness, leads to a loss of customers and results in low employee morale (Herman and Gioia-Herman, 2001). Direct costs could be as high as 50 to 60 percent of an employee's salary, while indirect costs are far more difficult to estimate (Clayton, 2006). Curtis and Wright (2001) describe the implications of high employee turnover for organisations, such as damage to quality and customer service leading to erosion of competitive advantage and ultimately constriction of business growth or at the very least; decline in the level of business activity. They define the nature of "commitment" and describe how retaining employees can be the fast track to commitment in an organisation. Management of organisations "should posses an understanding of the value of employee retention and commitment and how it [commitment] can be achieved" (Curtis and Wright, 2001: 62).

Pekala (2001) refers to an epidemic known as *'Retention Deficit Disorder'* to describe declining profits of an organisation and an inability to compete in the market place as a result of the loss of top talent. She cites the following facts in support of her diagnosis of the talent drain situation in 2001:

- 78 percent of 1,000 full time employees interviewed by an online recruitment firm of headhunters advised they would accept a new position if the appropriate opportunity presented itself, and 48 percent of the same employees were actively searching for new jobs.

- 68 percent of global business leaders believed that retaining talent was more important than recruiting new employees.

- Annually, companies in the US reported in 2001 that they paid more than $140 billion on recruiting, training and administrative costs in replacing employees that left their organisations.

- 90 percent of US firms surveyed by McKinsey and Company believed retention of employees was becoming increasingly difficult.

A study in China found that the average voluntary resignation rate of employees increased from about 8 percent in 2001 to 14 percent in 2005 (*'Tips for Attracting and Retaining Talent,* 2006). The study found that the primary reason employees left their current employer was better compensation from the new employer. Lack of focus on talent management, in the form of personal development opportunities, was cited as the least important factor influencing the employee's decision to leave. However, in considering why employees stayed, the study found that talent management in the form of personal development opportunities, opportunities for employees to use their skills and good career opportunities were cited as the three most important factors influencing an employee's decision to stay.

4.1   Organisational climate/leadership

Afolabi (no date) found in a study conducted in Nigeria, that if the organisational climate in a commercial bank was favorable, job satisfaction of employees increased. The study concluded that this finding might explain why bank employees have a lower intention to leave as a result of them believing their organisation values them and considers them very important. Afolabi (no date) found partial support for a hypothesis that employees with significant locus of control enjoyed better job satisfaction than those employees without such temperament. Findings of Walumbwa, Wang, Lawler & Shi (2004) supported conclusions drawn by Afolabi (no date). Walumbwa, *et al.* (2004) conducted a study of 402 people employed in the financial and banking industries of China and India and found that "transformational leadership is positively related to organisational commitment and job satisfaction and negatively related to job and work withdrawal" (Walumbwa, *et al.,* 2004: 515).

Clinebell and Shadwick (2005) found that organisational context is an important determinant of the job related attitudes of employees and that distance from head office also played a role. The study found that employees working further away

from a main branch (head office) had lower levels of job satisfaction, organisational commitment and job involvement.

Ignoring the problem of employee turnover is risky and reluctance by employers to invest resources in order to retain productive talent doesn't help matters. Even when there is agreement that employee turnover is a problem, many employers aren't willing to do something practical about it due to the perception that efforts to counter the problem don't make a meaningful impact and employees leave the business anyway (Herman and Gioia-Herman, 2001).

Herman and Gioia-Herman (2001) suggest the following additional strategies in order to attract and retain talented employees:

- Creative approaches such as:
  - Employing operational assets of the business for good of the employees (e.g. doing laundry for employees at a laundry business),
  - Remembering special occasions (e.g. giving employees free lunch and movie tickets on their birthday),
  - Giving employees a cash bonus to spend on a month-long holiday arranged by the employer,
  - Childcare facilities for parent employees at the business premises, paid for, or at least subsidized in part, by the employer.

Mitchell, *et al.* (2001) built on earlier research conducted by Lee and Mitchell (1994) regarding the *"unfolding model of voluntary employee turnover"* and developed The Unfolding Model Path ("the Model") in which they theorize five decision paths followed by an employee in reaching a decision to leave an organisation. Recommendations put forward by Mitchell, *et al.* (2001) for managing employee turnover and retention challenge the usual argument that dissatisfied employees leave unless they're paid more. Bodden, Glucksman & Lasku (2000) found that US organisations were struggling to employ, train and retain talented employees and suggested that employers give new talented employees what they want (mostly money) as talented employees generate effective business profits.

In the Model, Mitchell, *et al.* (2001) describe how employees follow one of five distinct decision paths in order to reach a decision whether or not to leave organisations of their own accord. The five decision paths being Path 1 "following a plan", Path 2 "leaving without a plan", Path 3 "leaving for something better", Path 4A "leaving an unsatisfying job without alternatives" and Path 4B "leaving an unsatisfying job with alternatives". Table 4.1 sets out The Unfolding Model Paths put forward by Mitchell, *et al.* (2001).

Table 4.1 - The Unfolding Model Paths

	PATH				
	1	2	**3**	4A	**4B**
ATTRIBUTE	Following a plan	Leaving without a plan	**Leaving for something better**	Leaving without a plan	**Leaving for something better**
Initiating event	Shock	Shock	Shock	Job dissatisfaction	Job dissatisfaction
Script/plan	Yes	No	No	No	No
Relative job dissatisfaction	No	Yes	**Yes**	Yes	**Yes**
Alternative search	No	No	Yes	No	Yes
Time	Very short	Short	Long	Medium	Long

SOURCE: MITCHELL, *ET AL, 2001*: 100

Mitchell, *et al.* (2001) found that almost all of the employees in their surveys reached a decision to leave their current employer by following one of the five paths. They also found that despite participants following the decision paths, the leaving process remained a very complex process. What is significant about their work is that it revealed the most frequently used decision paths were Path 3 and Path 4B, which both involve searching for better alternatives.

Cruz (2006) found that there were similarities between results of studies undertaken in the US by Mitchell, *et al.* (2001) and SA of why employees leave organisations of their own accord. Cruz (2006) found there was a significant disconnect between what young, talented black employees wanted from their employer and what most corporate employers were offering. This disconnect was

one reason for the damaging culture of 'job hopping'. The study found that 65 percent of black employees had changed jobs at least once out of the three preceding years and that money hardly played a role in their decision. Rather, there were 'push' or 'pull' factors that influenced the employee's decision. Culture clash and/or hostility at work and/or lack of recognition ('push' factors) and the spirit of being an entrepreneur and personal growth/new challenge ('pull' factors). Lee and Mitchell (1994) also refer to 'a push theory' (internal to the employee) and 'a pull theory' (external to the employee) that is ultimately used to build the "unfolding model of voluntary employee turnover" mentioned earlier.

In a recent survey in The Economist ('The Battle for brain power: A survey of talent', 2006), it was found that management of talent has become more important to a greater number of organisations that it ever used to be. One reason for this interest is that high employee turnover in the first few months after joining a new organisation is causing employers to wake up and pay attention to retaining new employees. The survey confirms findings of Helgesen (2001) and Birt, *et al.* (2004) that a shift in the balance of power has occurred away from organisations to employees, particularly among young and talented employees.

In a SA study, Martins and von der Ohe (2002) considered two aspects of retention, factors considered by employees in choosing the best organisation to work for and the role of trust in a corporate relationship where employers are expected to attract, retain and motivate employees.

In another SA study, Birt, Wallis & Winternitz (2004) found that SA talent appears to mostly value the same variables identified in previous research undertaken outside SA. They could not draw any definite conclusions as to the relative importance of intrinsic and extrinsic variables for retention of talented performers. Although their research revealed that intrinsic variables remain very important to employees, they point out that this finding in no way implies that extrinsic variables aren't influential in employees' decisions to leave organisations. Their study found that the top five variables that impact on talent retention were 'challenging and meaningful work', 'advancement opportunities', 'manager integrity and quality', 'empowerment and responsibility' and 'new

opportunities/challenges' (Birt, *et al.*, 2004: 27). Their study concluded that organisations face a huge challenge in retaining talented performers "as this retention relies heavily on both external equity and the provision of a positive work environment" (Birt, *et al.*, 2004: 30). They also found that careers in SA in 2004 were characterized by 'job hopping' with focus on economic benefits of the new position playing a big role in the decision of employees to leave one organisation for another. In their opinion, the evidenced trend was the result of a shift in power from employers to employees. Talent and knowledge management are linked and together form an important source of competitive advantage in the SA context. Birt, *et al.* (2004) suggested that talent management be a strategic business priority in order to retain knowledge (i.e. employees) for sustainable competitive advantage.

In a study focusing specifically on retention of talented black managers in SA, Booysen (2007) agreed with findings of Cruz (2006) and reported that between 2002 and 2006 the retention of black employees fell and furthermore, as quickly as corporate SA was hiring black managers, they were losing them. Reasons cited for voluntary departures by black employees included; a dominant white male culture in the organisation that excluded black employees, "snails pace" progress in achieving employment equity ("EE") at managerial level, inconsistencies in progress between departments, top management not committing to EE seriously (merely paying lip service) and the sense that black employees felt their recruitment was a token appointments due to the fact that they were not given meaningful decision making authority.

Clayton (2006) agreed with findings of Clinebell and Shadwick (2005) that workplace context is key in retaining employees and further validated that employee retention was a problem for most organisations. He suggested nine "*hot buttons*" or "*predictors*" (Clayton, 2006: 37) that need to be leveraged in order to have a positive influence on team motivation, employee engagement, employee motivation and retention of talent. The nine "*hot buttons*" being *"organisational process, role challenge, values, work-life balance, management, information and stake /leverage /reward /recognition"* (Clayton, 2006: 38).

4.2   Chapter Summary

The chapter put forward that recruiting and retaining productive employees is a major problem for many employers in the US and that losing employees costs a business directly and indirectly. Curtis and Wright (2001) described damage to quality and customer service leading to erosion of competitive advantage and ultimately constriction of business growth as some of the implications of high employee turnover for organisations.

A study in China found that the average voluntary resignation to 14 percent in 2005 ('*Tips for Attracting and Retaining Talent,* 2006) and that the primary reason employees left their current employer was better compensation from the new employer. The same study found that employees stayed due to talent management in the form of personal development opportunities, opportunities for employees to use their skills and good career opportunities. Afolabi (no date) found in Nigeria, that if the organisational climate in a commercial bank was favorable, job satisfaction of employees increased. Findings of Walumbwa, *et al.* (2004) supported conclusions drawn by Afolabi (no date) in their study in China and India. They also found that *"transformational leadership is positively related to organisational commitment and job satisfaction and negatively related to job and work withdrawal"* (Walumbwa, *et al.,* 2004: 515).

Clinebell and Shadwick (2005) found that organisational context is an important determinant of the job related attitudes of employees in terms of job satisfaction, organisational commitment and job involvement.

Mitchell, *et al.* (2001) described how employees follow one of five distinct decision paths in order to reach a decision whether or not to leave organisations of their own accord, namely *"following a plan", "leaving without a plan", "leaving for something better", "leaving an unsatisfying job without alternatives"* and *"leaving an unsatisfying job with alternatives".*

Cruz (2006) found that there were similarities between studies in the US and SA as to why employees leave organisations of their own accord. He found that there was a significant disconnect between what young, talented black

employees wanted from their employer and what most corporate employers were offering resulting in 'job hopping'. Money had hardly played a role in their decision to leave. Instead culture clash, hostility at work, lack of recognition ('push' factors) and the spirit of being an entrepreneur and personal growth/new challenge ('pull' factors) caused this behavior. Lee and Mitchell (1994) also refer to 'a push' and 'pull' theory that is used to build the *"unfolding model of voluntary employee turnover"* to explain employee turnover.

In a SA study, Birt, Wallis & Winternitz (2004) found that SA talent values the same variables identified in research undertaken outside SA. Their study found that *'challenging and meaningful work', 'advancement opportunities', 'manager integrity and quality', 'empowerment and responsibility'* and *'new opportunities/ challenges'* (Birt, *et al.*, 2004: 27) impacted on talent retention.

Booysen (2007) agreed with Cruz (2006) and reported that between 2002 and 2006 retention of black employees fell. Reasons cited for this included a dominant white male culture, very slow progress in achieving employment equity ("EE") at managerial level, inconsistencies in progress between departments, top management not committing to EE seriously (merely paying lip service) and the sense that black employees felt their recruitment was a token appointments due to the fact that they were not given meaningful decision making authority.

This concludes the literature review. The next chapter describes the foundation of the study.

CHAPTER 5 – FOUNDATION OF THE STUDY

The three preceding chapters presented a review of existing academic literature describing factors contributing to job satisfaction, talent management and employee retention. It is this existing body of knowledge that forms the basis of this study and the purpose of this chapter is to present a synthesis and critical analysis of the most relevant aspects of the literature review, particularly studies focused on SA.

5.1   Low Job Satisfaction in SA Organisations and Intent To Leave

Burmeister (2004) suggests that perceptions of job inflexibility and control, employees feeling overworked, excessive workloads, concerns that existing management may not be able to effectively lead the organisation, lack of challenging work, work/life balance and insufficient recognition for a job well done lead to job dissatisfaction. Burmeister (2004) focuses on job satisfaction in his research that may indeed lead to an employee leaving an organisation voluntarily. No mention is made in research of Burmeister (2004) of the role talent management plays in the role of employee retention. In the case study questionnaire used in this report, attitudes and perceptions of the sample population to the factors described by Burmeister (2004) are tested using a Likert scale. There is also a focus on talent management to explore the aspect not covered in research performed by Burmeister (i.e. the role talent management plays in the role of employee retention).

There was more of a focus on the role talent management plays in employee retention in studies in China, India, Nigeria and the US which considered factors considered by employees when reaching a decision whether or not to leave an organisation. These factors included pay (Martin Jnr, 1979), perceived lack of focus on talent management, prevailing organisational climate (Afolabi, No date), organisational context (Clinebell and Shadwick, 2005) and The Unfolding Model of Employee Turnover (Mitchell, Holton & Lee, 2001) that describes five decision paths an employee mostly follows to leave and organisation. In contrast, SA studies regarding employee retention variables found that lack of challenging work, lack of advancement opportunities, direct report (manager) integrity and

quality, lack of empowerment and new opportunities were the most important variables considered when deciding to leave an organisation. The attitudes and perceptions of the sample population to these factors were researched in 54 questions using a Likert scale in the case study questionnaire used in this report.

The findings of Booysen (2007) identified a dominant white male culture, paying lip service to the mandatory equity employment legislation, lack of meaningful work for black managers and slow progression towards equity employment targets as dominant barriers to implementation of employment equity and retention of black managers. There is one question in the case study that examines attitudes and perceptions of the sample population to the factors put forward in research of Booysen (2007).

5.2 Lack of adequate Talent Management in SA Organisations

Ndlovu (2005/06) describes an integrated talent management model successfully implemented at Vodacom SA where two of the critical success factors of the model are commitment by executive management to talent management and effective HR processes that help line managers with talent management (e.g. performance and career management). Ndlovu goes on to describe successful recruitment and retention of talented performers and performance motivation of talented performers as two elements of an integrated talent management model. The information reported by Ndlovu (2005/06) is useful and the attitudes and perceptions of the sample population to the two critical success factors and two elements of an integrated talent management model were tested in the case study questionnaire using a Likert scale.

It appears that coaching and mentoring are fast becoming business tools of the 21st century (Meyer and Fourie, 2004). Mentors enhance and can ensure the professional development and success of talented newcomers to organisations. Typical benefits of coaching and mentoring include a contribution to employee retention and assistance in harnessing *"the full potential and talents of employees"* (Meyer and Fourie, 2004: 51). This view is supported by the findings of Hattingh, Coetzee and Schreuder (2005) and Clutterbuck (2005). Hattingh, *et al.* (2005) found that one of the internal influences, contexts and rationales for

mentoring was the attraction and retention of best employees in the war for talent. Mentoring in this context shows future recruits and current employees in organisations that their contribution to that organisation is valued and recognised. Furthermore, in establishing readiness of an organisation for mentoring, one of the questions posed in the study of Hattingh, *et al.* (2005) is whether the management philosophy of an organisation is to grow talent or to buy it. Mentoring programmes appear to becoming a popular talent management tool in SA organisations (Hattingh, *et al.*, 2005). Clutterbuck (2005) found that the most powerful learning is provided by the mentor-mentee relationship as this bond provides task learning as well as socio-emotional learning. Clutterbuck (2005) further states that organisational purposes, such as developing top talent and retaining graduate recruits, may be better achieved through development of this specific mentor-mentee competency. The attitudes and perceptions of the sample population were tested in the case study questionnaire in this report indirectly by way of questions asking the participant whether his/her manager was guiding and leading the employee in matters such as career plans etc.

Gandz (2006) suggests use of a talent management system to achieve the ultimate goal of HR professionals and executive management, which is to build talent-rich organisations. Barlow (2006) and Gandz focus on talent development in their studies and specifically on development of talent (not recruitment of talent) and retention. One aspect of talent development mentioned by Barlow is *"succession development"* (Barlow, 2006: 6) and building on Barlow's focus, there is a suggestion that effective succession planning integrates talent management with strategic planning of the organisation and anticipates changes in management (Who's next in line? 2004: 30). Instead of focusing on planning for replacements, Kelser (2002) argues that succession planning needs to include a more comprehensive array of employee assessment and development practises that are able to support the pipeline of talent in an organisation. Talent management in fact is one of the three elements of a comprehensive leadership-management process, the other two elements being strategic planning and continuous correct deployment of employees. In the case study questionnaire in this report, attitudes and perceptions of the sample population to these factors were tested using a Likert scale.

Mucha (2004: 98) states *"effective talent management is essential to achieving organisational excellence"* and that a focus of successful talent management is aligning the performance appraisal process with creation of a means and process to identify the potential of employees to progress to more senior levels in an organisation. The attitudes and perceptions of the sample population to Mucha's statements made above were tested in the case study questionnaire in this report using a Likert scale.

5.3   Lack of concerted effort by SA organisations to Retain Employees

In a SA study, Birt, *et al. (*2004) found that SA talent appears to mostly value the same variables identified in research undertaken outside SA. They could not draw any definite conclusions as to the relative importance of intrinsic and extrinsic variables for retention of talented performers. Their study found that the top five variables that impact on talent retention were *'challenging and meaningful work', 'advancement opportunities', 'manager integrity and quality', 'empowerment and responsibility'* and *'new opportunities/challenges'* (Birt, *et al.*, 2004: 27). Their study concluded that organisations face a huge challenge in retaining talented performers "as this retention relies heavily on both external equity and the provision of a positive work environment" (Birt, *et al.*, 2004: 30). The attitudes and perceptions of the sample population to the findings of Birt, *et al. (*2004) above were tested in the case study questionnaire in this report using a Likert scale.

In a study focusing specifically on retention of talented black managers in SA, Booysen (2007) agreed with findings of Cruz (2006) and reported that between 2002 and 2006 the retention of black employees fell and furthermore, as quickly as corporate SA was hiring black managers, they were losing them. Reasons cited for voluntary departures by black employees included; a dominant white male culture in the organisation that excluded black employees, *"snails pace"* progress in achieving employment equity ("EE") at managerial level. The attitudes and perceptions of the sample population to the findings of Booysen (2007) were tested in the case study questionnaire in this report using a Likert scale.

Clayton (2006) agreed with findings of Clinebell and Shadwick (2005) that workplace context is key in retaining employees and further validated that employee retention was a problem for most organisations. He suggested nine *"hot buttons"* or *"predictors"* (Clayton, 2006: 37) that need to be leveraged in order to have a positive influence on team motivation, employee engagement, employee motivation and retention of talent. The nine *"hot buttons"* are *"organisational process, role challenge, values, work-life balance, management, information and stake /leverage /reward /recognition"* (Clayton, 2006: 38). The attitudes and perceptions of the sample population to some of these *"hot buttons"* were tested in the case study questionnaire in this report using a Likert scale.

The information described in this chapter highlights and confirms the focus of the researcher on the three main themes of this report (job satisfaction, talent management and job satisfaction) that forms the foundation to the study.

This concludes a description of the foundation of the study. The next chapter sets out the research design and methodology used in the study.

CHAPTER 6 – RESEARCH METHODOLOGY

This chapter discusses the research design and methodology used in the study. The format is presented after repeating the theoretical propositions based on current literature regarding job satisfaction, employee retention and talent management. The main problem being researched is restated along with associated sub problems. Detail of how the sample was selected is described and characterized considering aspects such as gender, race and definition of the strata of employees (per salary range).

The researcher adopted an exploratory approach to the study by means of descriptive case study research method with a questionnaire. This approach was selected after consideration of the method adopted by Booysen (2007) that focused on a similar topic of study (employee retention) and was considered by the researcher to be an optimal manner in which to achieve the purpose and objectives of this research, which were:

- To determine whether lack of talent management of employees is one of the causes of job dissatisfaction, and

- To determine whether lack of talent management of employees contributes to employees' intentions to leave an organisation, and

- To determine whether talent management plays a positive part in retaining employees in an organisation.

6.1   Theoretical Propositions

The researcher put forward the following propositions that form the core of the research report and these propositions were key in design of the questionnaire for the case study:

- Proposition 1 – Lack of talent management of employees is only one cause of job dissatisfaction. There are many other variables that play a stronger part in contributing to job dissatisfaction in employees.

- Proposition 2 – Employees experience talent management in the form of on the job training and development, employee retention and succession planning.

- Proposition 3 – Talent management plays a small, but positive, part in an employee's decision not to leave an organisation.

6.2   Statement of the problems and sub-problems

The research problem was first stated in Chapter 1 and is restated here before description of the research methodology.

Research Problem

This study analyses whether lack of talent management of employees is a cause of job dissatisfaction and therefore employee turnover in the Regional office of a local SA bank. The research problem is that existing literature on the subject of job satisfaction; employee retention and talent management does not describe the role talent management plays vis-à-vis other variables impacting on an employee's decision to voluntarily leave an organisation. Some of these other variables include total remuneration package, extent of integration with the organisation (Martin Jnr., 1979; Bodden, Glucksman & Lasku, 2000), effectiveness of communication within the organisation (Burmeister, 2004), degree of centralisation of power (centralised or decentralised), degree of routinization of the tasks, distributive justice (fairness), potential for upward mobility, job satisfaction and opportunity for growth (Martin Jnr., 1979; Bodden, Glucksman & Lasku, 2000).

Sub problems

The researcher considered the following sub problems integral to the main problem in the report.

- Sub problem 1 – Does talent management possesses any strength as an intervening variable in an employee's job satisfaction?

- Sub problem 2 – Does talent management possesses any strength as an intervening variable in an employee's decision to leave an organisation?

- Sub problem 3 – What is the strength of other variables* impacting on job satisfaction vis-à-vis the role of talent management.

[*NOTE: 1 OTHER VARIABLES INCLUDE TOTAL REMUNERATION PACKAGE, EXTENT OF INTEGRATION WITH THE ORGANISATION, EFFECTIVENESS OF COMMUNICATION WITHIN THE ORGANISATION, DEGREE OF CENTRALISATION OF POWER, DEGREE OF ROUTINIZATION OF

THE TASKS, DISTRIBUTIVE JUSTICE (FAIRNESS), POTENTIAL FOR UPWARD MOBILITY, JOB
SATISFACTION AND OPPORTUNITY FOR GROWTH.]

6.3   The Sample

The total population of the Regional office of the local bank in this case study
was 139 employees per May 2007. The total population was available for the
study, however the entire population was not part of the sample. A definition of
the strata of employees (per salary range) available for selection is detailed in
Table 6.1.

**Table 6.1 - Definition of Management Levels by Salary Bands for Employment
Equity Targets contained in the 2003 Financial Sector Charter.**

	From	To
SENIOR	R544 774	Unlimited
MIDDLE	R302 653	R544 773
JUNIOR	R181 591	R302 652
OTHER	Zero	R181 590
NOTE: "Salary" is defined as guarantee total remuneration, excluding any bonuses.		

SOURCE: FINANCIAL SECTOR CHARTER, 2003 (AS UPDATED)

A breakdown of the gender, race and strata of employees in the Region (per
salary range) is detailed in Table 6.2, with the spread of the number of staff in
each stratum. The Senior stratum was excluded from the sample, as there was
very little turnover at this level. Thus the sample population excluded 3
employees who were part of Senior Management. The sample population was
136 employees (n=136) with a response rate of 12% (16 out of a possible 136
respondents).

**Table 6.2 – Breakdown of the gender, race and strata of employees (per salary
range) available for selection at the Nedbank Regional Office**

FSC Band	BG Female	Actual Female BG %	BG Female Target 2007	BG Male	BG Total	Act BG %	BG Target 2007	W Female	W Male	W Total	Grand Total
Senior Management	0	0%	7.5%	0	0	0%	22.1%	0	3	3	3
Middle Management	2	6%	13.9%	2	4	11%	32.7%	6	25	31	35
Junior management	6	17%	22.9%	4	10	29%	43.1%	16	9	25	35
Non Management	16	27%	22.9%	10	26	43%	43.1%	29	5	34	60
Letsema Learner	5	83%	n/a	1	6	100%	n/a	0	0	0	6
Grand Total	**29**	**21%**		**17**	**46**			**51**	**42**	**93**	**139**

SOURCE: NEDBANK BUSINESS BANKING PRETORIA, MAY 2007

KEY to Table 6.2

BG = Black generic (i.e. African, Coloured, Indian).

W = White

6.4   Research Methodology

The researcher employed a case study research methodology in this report with a questionnaire to gather responses determining the attitudes and perceptions of the sample population to various aspects of the three main themes, job satisfaction, talent management and employee retention using a Likert scale.

The case study research with a questionnaire was deemed appropriate for this research as Lee and Mitchell (1994) and Booysen (2007) used it in a study that focused on a similar theme to this research (voluntary turnover of employees in organisations). Lee's (1999) case study research method consists of five components namely; research questions, theoretical propositions, units of analysis, logic that links data to the theoretical propositions and criteria for evaluating the above propositions. These five components are discussed below:

1. Research Questions

    See Section 6.2 - Restatement of the research problems and sub-problems above.

2. Theoretical Propositions

    See Section 6.1 - Theoretical propositions above.

3. Units of analysis

    The unit of analysis in this research was the individual employees of the Regional office of a local bank. A detailed discussion of how the sample and size was selected was given in Section 6.3 – The Sample.

4. Logic that links data to the theoretical propositions

    6 demographic questions were asked in Section 1 and 54 questions asked in Section 2 aimed at testing the propositions set out in Section 6.1 grouped into three main themes as detailed in Table 6.3 below. The complete questionnaire can be found in Annexure 1. More detail as to the logic that links data collected using the questionnaire to the theoretical propositions is described in the next section in this chapter (Section 6.5 – Measuring Instruments).

Table 6.3 below sets out a correlation of the 54 questions to the three main themes of this study.

Table 6.3 – Correlation of Survey Questions to Theoretical Propositions (main themes)

Question No.	Job Satisfaction	Talent Management	Employee Retention
1	1		
2	1		
3		1	
4		1	
5	1		
6		1	
7	1		
8	1		
9			1
10			1
11	1		
12			1
13	1		
14		1	
15			1
16			1
17			1
18		1	
19		1	
20	1		
21	1		
22			1
23			1
24	1		
25		1	
26		1	
27	1		
28	1		
29		1	
30	1		
31		1	
32	1		
33	1		
34	1		
35	1		
36			1
37	1		
38		1	
39	1		
40	1		
41	1		
42			1
43			1
44			1

45		1	
46	1		
47	1		
48	1		
49			1
50	1		
51	1		
52		1	
53	1		
54	1		
TOTAL	28	13	13	54

SOURCE: ANNEXURE 1 OF THIS REPORT

5. <u>Criteria for evaluating the above propositions</u>

For all 54 questions in Section 2 of the questionnaire a Likert Scale was used that required employees to rate their responses to questions on a grading scale with the following options:

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

6.5   Measuring Instruments

A questionnaire containing 60 questions was used as the measuring instrument. Categories of the questions were as follows (the quantity of questions is indicated in brackets): demographic details (6), job satisfaction (28), talent management (13) and employee retention (13). The quantity of questions was based on the theoretical propositions organized into the three main themes, namely job satisfaction, talent management and employee retention. The Likert scale used asked respondents to rate their responses to questions.

Design of the questionnaire was decided after consideration of secondary data in the form of exit interviews and a recent group wide staff survey of the local bank. A group wide staff survey of the local bank was performed in August 2007 using a customised questionnaire designed by an

independent research company to measure staff perceptions on various dimensions. Information from the survey was to be used for the design of specific interventions to improve working conditions and promote more effective management; both key in the local bank's pursuit to become a high-performing organisation. The questionnaire in August 2007 using a customised questionnaire designed by an independent research contained 182 questions. The researcher sought out 54 questions (6 demographic questions excluded) that aimed at testing the theoretical propositions set out in Section 6.1 related to the three main themes extracted from the literature review. The complete questionnaire can be found in Annexure 1.

Questions (in no particular order) covered the three main themes of this study; Job Satisfaction, Talent Management and Employee Retention with sub categories within each of the main themes.

Theme 1 – Job Satisfaction

28 questions were posed to respondents in terms of the Job Satisfaction theme of this study. There were 6 sub categories within this theme; remuneration, performance appraisal and feedback, work context and working environment, opportunities for promotion, leadership and indicators of job satisfaction.

Theme 2 – Talent Management

13 questions were posed to respondents in terms of the Talent Management theme of this study. There were 5 sub categories within this theme; motivation for superior performance, training and development, job enrichment (variety of jobs), performance reviews and attraction of talent and opportunities for promotion.

Theme 3 – Employee Retention

13 questions were posed to respondents in terms of the Employee Retention theme of this study. There were 3 sub categories within this theme; leadership, employment equity and equal opportunity and influence of manager (direct superior).

The questionnaire was distributed electronically via email to the sample population of 136 respondents and 7 calendar days given for completed

questionnaires to be returned to the researcher. The email sent to respondents can be found in Annexure 2. The following instructions were given to the respondents:

"

1. *Print the 17-page questionnaire.*

2. *Mark your answers boldly with a cross/circle using a pen.*

3. *Drop the completed questionnaire in "Steve's Post Box for completed questionnaires" placed where all the post is sorted (behind Pieter Botha's office as you walk towards Business Banking Services) on or before close of business Friday, 28/09/2007 (i.e. 1 week from today). Staff in the North West segment, please ask your receptionists to scan completed surveys and email them to me. This will retain your anonymity.*

4. *I shall clear the box at 16:00 on Friday, 28/09/2007. "*

SOURCE: ANNEXURE 2 OF THIS REPORT

6.6   Data analysis

Summary descriptive statistics were extracted from responses to the first 6 questions to determine demographics of the respondents. A qualitative analysis was then conducted of the 54 questions posed to the respondents. The 54 questions were organized into the three main themes of this study; Job Satisfaction, Talent Management and Employee Retention with sub categories within each of the main themes. A frequency distribution table was calculated for each question and responses to each question interpreted from a qualitative perspective to ensure the maximum value of qualitative data was extracted from the responses, particularly in light of the very poor response rate of 12%.

The presentation of data analysis in chapter 7 in terms of format and commentary draws extensively on the second year Business Research (MBL925-R) curriculum.

The next chapter presents results of the research undertaken using the research design and methodology described in this chapter.

CHAPTER 7 – RESEARCH RESULTS

Chapter 7 sets out results of the study by way of summary statistics of demographics of the sample and a detailed qualitative analysis of the 54 questions posed to the 16 respondents. Results of the analysis are arranged into the three main themes of this study; Job Satisfaction, Talent Management and Employee Retention with sub categories within each of the main themes. Frequency distribution tables are presented for each question and responses to each question interpreted from a qualitative perspective in order to extract the essence of responses to each question. The chapter concludes with limitations of the study.

The first section to be discussed in the Chapter is summary statistics of the sample.

7.1   Summary Statistics - Demographics of the Sample

The following demographic summary statistics in this study are discussed below; gender, cultural group, length of service *in the Region*, length of service *in current position*, age, education level and seniority (in terms of earnings level).

7.1.1   Gender

A total of 8 males and 8 females participated in this survey. The absolute frequency, relative frequency and percentages of each group are set out in Table 7.1 and the graphical representation is displayed in Exhibit 7.2.

Table 7.1 – Frequency Distribution of the Gender in the Nedbank Sample Population

Variable	Value	Absolute Frequency	Relative Frequency	Percentage
Gender	Male	8	0.50	50%
	Female	8	0.50	50%
Total		**16**	**1.00**	**100%**

As can be seen from both the table and the graph, there was exactly an equal response from males and females. Gender is a nominal measurement and information regarding the median and mean cannot be calculated.
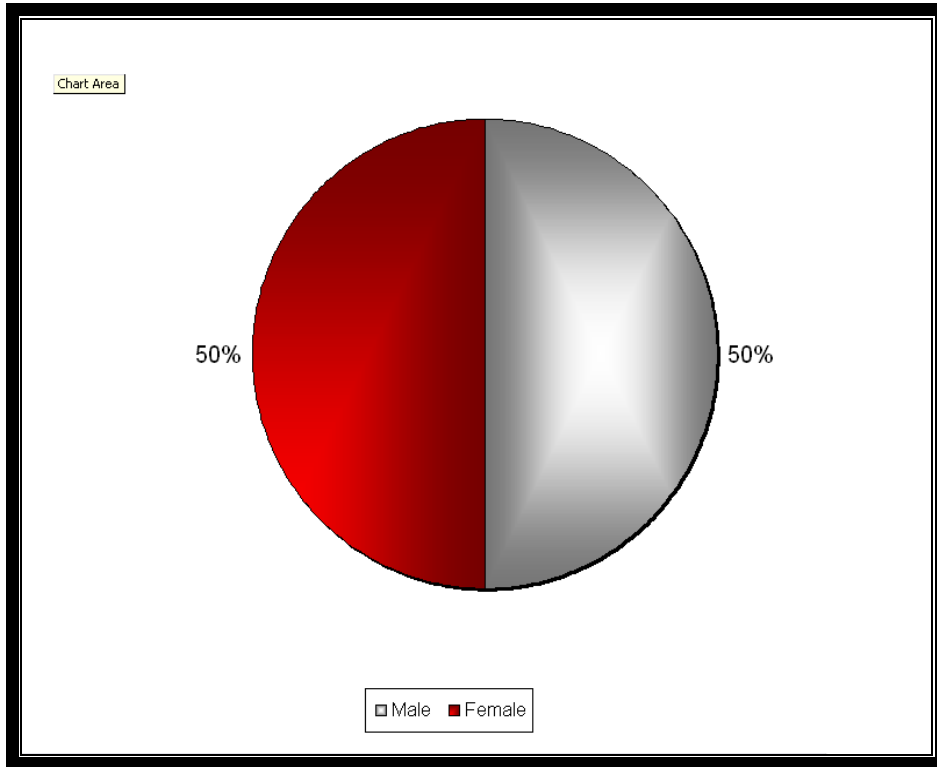
Exhibit 7.1: The Nedbank Survey (Gender)

7.1.2 Cultural Grouping

A total of 3 out of a possible 6 cultural groupings were represented in the survey; Afrikaans, English and Indian. The absolute frequency, relative frequency and percentages of each group are set out in Table 7.2 and the graphical representation is displayed in Exhibit 7.2.

Table 7.2 – Frequency Distribution of the Cultural Groups in the Nedbank Sample Population

Variable	Value	Absolute Frequency	Relative Frequency	Percentage
Cultural Group	Afrikaans	10	0.63	63%
	English	3	0.19	19%
	Black African	0	0.00	0%
	Coloured	0	0.00	0%
	Indian	3	0.19	19%
	Other	0	0.00	0%
	Total	**16**	**1.00**	**100%**

As can be seen from both the table and the graph, the 16 respondents were divided amongst the Afrikaans, English and Indian cultural groups. The mode of the sample was regarded as Afrikaans (10 respondents) since there were more Afrikaans respondents who participated in the survey than any other cultural group. As with gender, cultural group is a nominal measurement and information regarding the median and mean cannot be calculated.
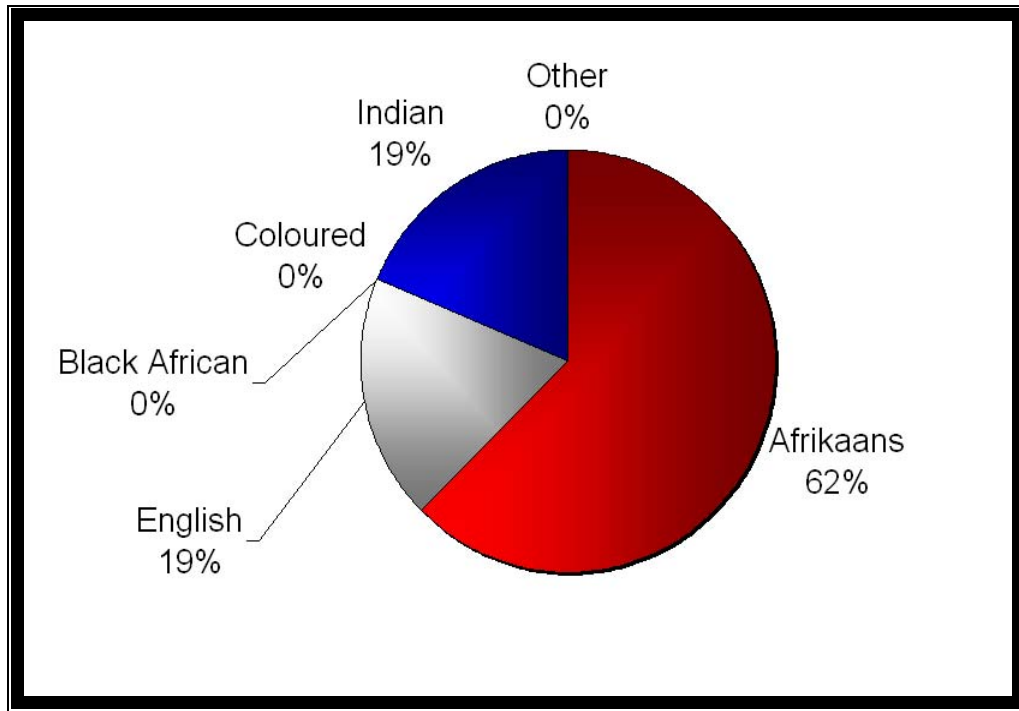
Exhibit 7.2: The Nedbank Survey (Cultural Group)

7.1.3 Length of Service 1 (in the Region)

A total of 4 out of a possible 5 groupings of length of service *in the Region* were represented in the survey. The absolute frequency, relative frequency and percentages of each group are set out in Table 7.3 and the graphical representation is displayed in Exhibit 7.3.

In designing the questionnaire the researcher elected to have unequal class internals (e.g. 2 to 5 years, which is a 3 year interval, 6 to 10 years which is a 4 year interval) and an open-ended class interval (i.e. 20+ years).

Table 7.3 – Frequency Distribution of Length of Service in the Region Groups in the Nedbank Sample Population

Variable	Value	Absolute Frequency	Relative Frequency	Percentage
Length of Service	0 - 1 year	5	0.31	31%
(In the Region)	2 - 5 years	5	0.31	31%
	6 - 10 years	3	0.19	19%
	11 - 20 years	3	0.19	19%
	20+ years	0	0.00	0%
Total		**16**	**1.00**	**100%**

As can be seen from both the table and the graph, the 16 respondents were evenly distributed between a combined 0 to 5 year category and combined 6 to 20 year category. In the combined 0 to 5 years category, 10 respondents in this combined category were equally divided between 0 to 1 years (5 respondents) and 2 to 5 years (5 respondents) service in the Region. In the combined 6 to 20 years category, the 6 respondents in this category were equally divided between 6 to 10 years (3 respondents) and 11 to 20 years (3 respondents) service in the Region. None of the 16 respondents had served in the Region longer than 20 years.
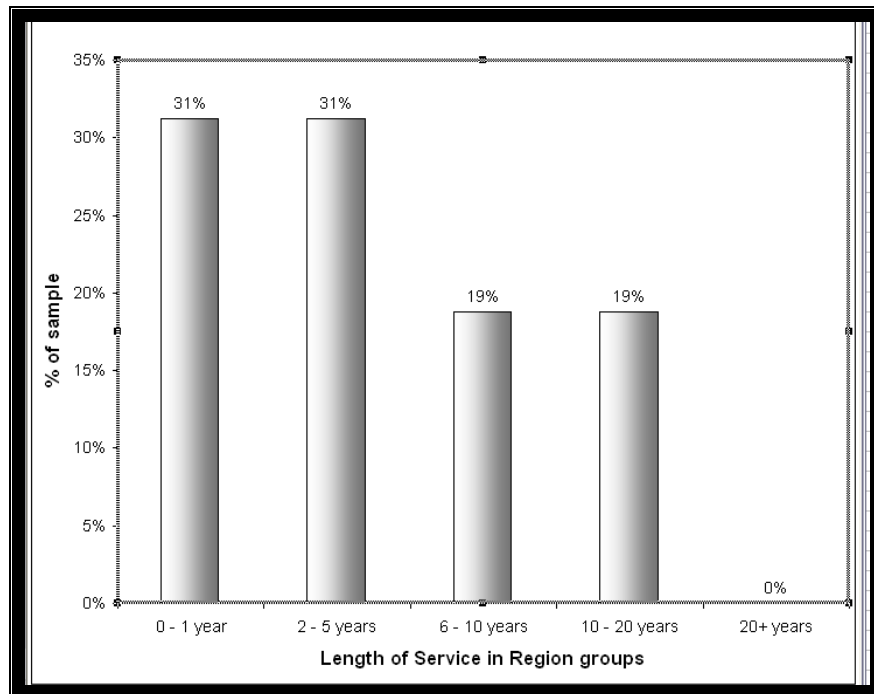
Exhibit 7.3: The Nedbank Survey (Length of Service in the Region)

The mode of the sample was the 2 to 5 years grouping since statistically there were more respondents in this category. Unlike gender and cultural groupings, length of service in the Region was regarded as an ordinal value therefore allowing information regarding the median to be calculated.

The median of the sample is a year of service within group 2, the 2 to 5 years grouping. Given that the interval spans a 3-year period and actual years of service *in the Region* were not collected in the survey, the median years of service could be anywhere between 2 to 5 years.

7.1.4 Length of Service 2 (in current position)

A total of 4 out of a possible 5 groupings of length of service of the respondent *in current position* were represented in the survey. The absolute frequency, relative frequency and percentages of each group are set out in Table 7.4 and the graphical representation is displayed in Exhibit 7.4.

In designing the questionnaire the researcher elected to have the same unequal class internals for length of service *in the Region* question and the length of service of the respondent *in current position* question.

Table 7.4 – Frequency Distribution of Length of Service in current position groups in the Nedbank Sample Population

Variable	Value	Absolute Frequency	Relative Frequency	Percentage
Length of Service	0 – 1 year	7	0.44	44%
(in current position)	2 - 5 years	6	0.38	38%
	6 – 10 years	2	0.13	13%
	11 - 20 years	1	0.06	6%
	20+ years	0	0.00	0%
	Total	**16**	**1.00**	**100%**

As can be seen from the table and the graph, the majority of the 16 respondents (7 employees) had between 0 and 1 year's service *in their current position*. The next largest grouping was 6 respondents in the 2 to 5 year category. Only 2 respondents had been in their current position between 6 to 10 years and only 1

had been in the current position between 11 and 20 years. None of the 16 respondents had in their current position longer than 20 years.

The mode of the sample was the 2 to 5 years grouping since statistically there were more respondents in this category. As for length of service *in the Region*, length of service of the respondent *in current position* was regarded as an ordinal value therefore allowing information regarding the median to be calculated.

The median of the sample is a year of service within group 2, the 2 to 5 years grouping. Given that the interval spans a 3-year period and actual years of service *in current position* were not collected in the survey, the median years of service could be anywhere between 2 to 5 year.
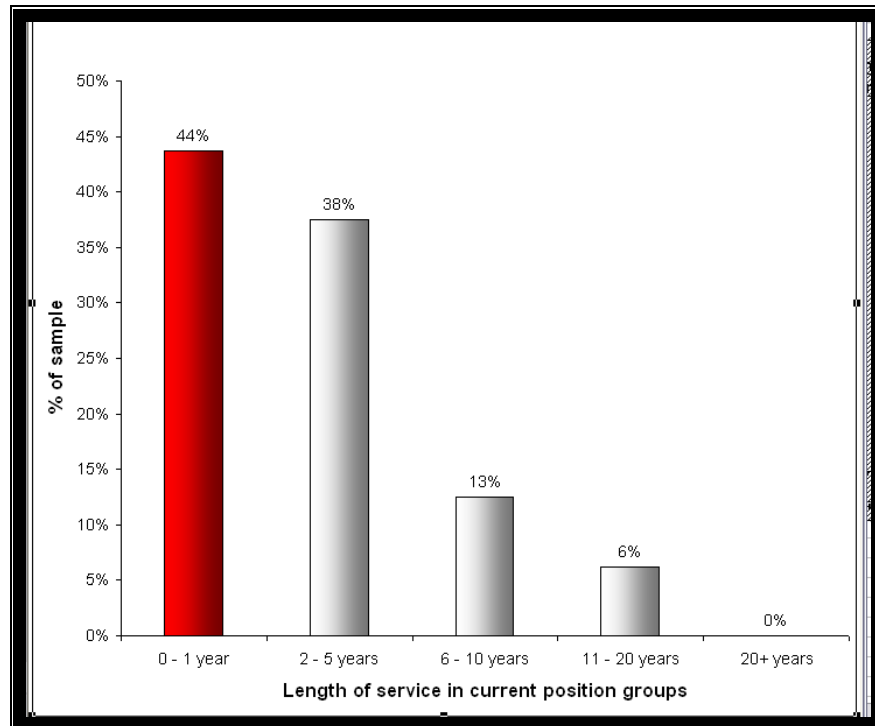
Exhibit 7.4: The Nedbank Survey (Length of Service in current position)

7.1.5 Age

A total of 3 out of a possible 6 age groups were represented in the survey. The absolute frequency, relative frequency and percentages of each group are set out in Table 7.5 and the graphical representation is displayed in Exhibit 7.5.

In designing the questionnaire the researcher elected to have unequal class internals (e.g. 18 to 20 years, which is a 2 year interval, 21 to 30 years which is a 9 year interval) and an open-ended class interval (i.e. 50+ years). One issue that could potentially compromise the quality of age information collected is that the last two age categories weren't mutually exclusive (i.e. respondents aged 50 could have fallen into either the 42 to 50 category or the 50+ age group).

Table 7.5 – Frequency Distribution of Age groups in the Nedbank Sample Population

Variable	Value	Absolute Frequency	Relative Frequency	Percentage
Age groups	18 - 20 years	0	0.00	0%
	21 - 30 years	0	0.00	0%
	31 - 40 years	12	0.75	75%
	41 - 50 years	3	0.19	19%
	50+ years	1	0.06	6%
Total		**16**	**1.00**	**100%**

As can be seen from both the table and the graph, the majority of the 16 respondents (12 employees) fell into the 31 to 40 age group. The next largest grouping was 3 respondents in the 41 to 50 category. Only 1 respondent was older than 50 years.
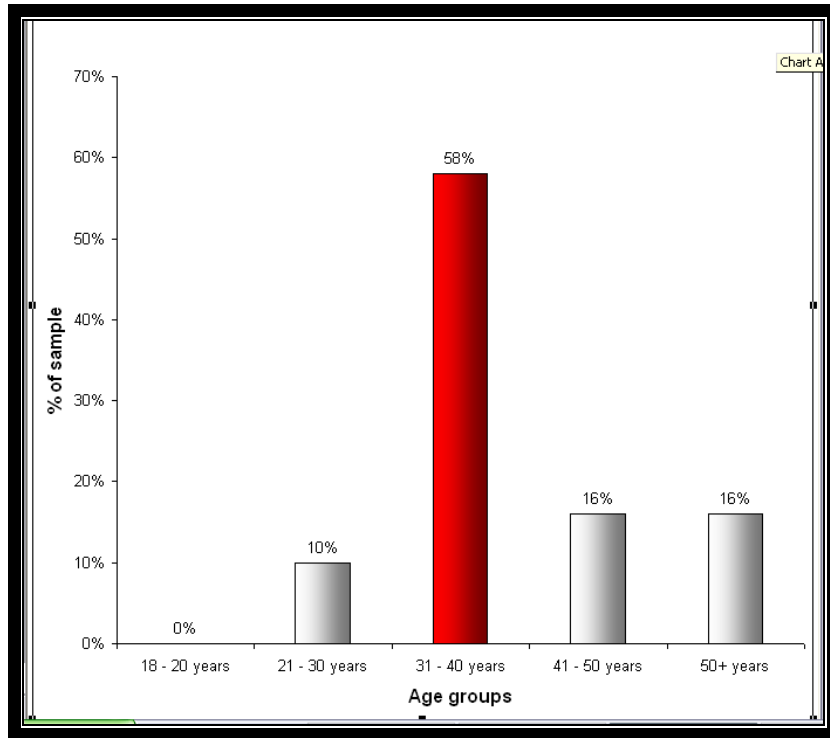
Exhibit 7.5: The Nedbank Survey (Age Groups)

The mode of the sample was the 31 to 40 age group since most of the respondents were in this age group. Similar to both the length of service *in the Region* and length of service *in current position* questions, age was regarded as an ordinal value therefore allowing information regarding the median to be calculated.

The median of the sample is an age within group 3, the 31 to 40 years grouping. Given that the interval spans a 9-year period and actual age was not collected in the survey, the median years of service could be anywhere between the ages of 31 to 40 years.

7.1.6 Education level

A total of 4 out of a possible 6 groups of highest level of education were represented in the survey. The absolute frequency, relative frequency and percentages of each group are set out in Table 7.6 and the graphical representation is displayed in Exhibit 7.6.

As can be seen from the table and the graph, the majority of the 16 respondents (8 employees) possessed a tertiary degree and/or diploma. The next largest

grouping was 6 respondents who held a Matric/Grade 12 qualification. Only 1 respondent had an honours degree and only 1 respondent had a master's degree.

Table 7.6 – Frequency Distribution of Education level groups in the Nedbank Sample Population

Variable	Value	Absolute Frequency	Relative Frequency	Percentage
Education	Matric / Gr12	6	0.38	38%
	Degree/Diploma	8	0.50	50%
	Honours	1	0.06	6%
	Masters	1	0.06	6%
	Doctorate	0	0.00	0%
	Total	**16**	**1.00**	**100%**
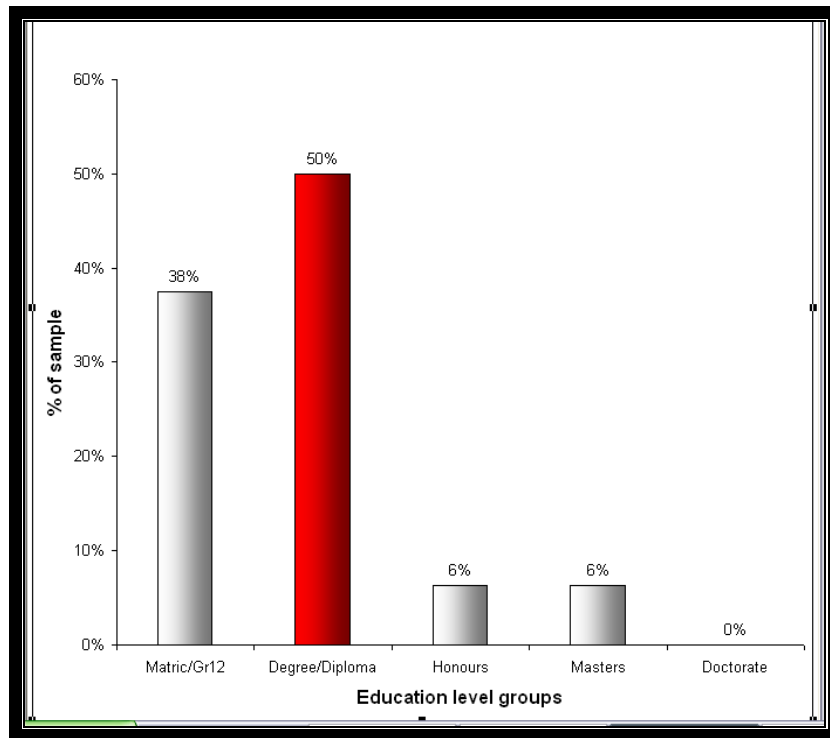
Exhibit 7.6: The Nedbank Survey (Educational Level Groups)

The mode of the sample was the Degree/Diploma grouping since statistically there were more respondents in this category. Similar to both the length of service *in the Region,* length of service *in current position* questions and age, educational level was regarded as an ordinal value therefore allowing information regarding the median to be calculated.

The median of the sample is a year of service within group 2, the Degree/Diploma grouping. Given that the category does not differentiate between whether the respondent had a degree or diploma (or both) and this data were not collected in the survey, the respondent could possess a degree or diploma (or both).

7.1.7 Seniority in the Region (in terms of earnings range)

A total of 3 out of a possible 6 groups of seniority (in terms of earnings range) were represented in the survey. The absolute frequency, relative frequency and percentages of each group are set out in Table 7.7 and the graphical representation is displayed in Exhibit 7.7.

Table 7.7 – Frequency Distribution of seniority groups in the Nedbank Sample Population (earnings as a measurement)

Variable			Absolute Frequency	Relative Frequency	Percentage
Seniority i.t.o. Earnings range	Other	Zero	R181 590	5	0.31	31%
	Junior	R181 591	R302 652	9	0.56	56%
	Middle	R302 653	R544 773	2	0.13	13%
	Senior	R544 774	Unlimited	0	0.00	0%
	Contract worker	Unlimited	Unlimited	0	0.00	0%
		Total	16	1.00	100%

As can be seen from the table and the graph, the majority of the 16 respondents (9 employees) were considered Junior employees in terms of their earnings range. The next largest grouping was 5 respondents who were considered Other employees in terms of their earnings range. Only 2 respondents were considered Middle employees in terms of their earnings range. No Senior and/or Contract Workers responded to the survey, which is consistent with the desired composition of the sample population, which excluded the Senior stratum of employees, as there is very little employee turnover at this level. Contract workers were also not expected to respond to the survey, as the nature of their employment is deliberately temporary.

The mode of the sample was the Junior grouping since statistically there were more respondents in this category. Similar to both the length of service *in the*

Region, length of service *in current position* questions, age and education level, seniority was regarded as an ordinal value therefore allowing information regarding the median to be calculated.

The median of the sample is an earnings range within group 2, the R181 591 to R302 652 grouping. Given that the interval spans a value of R284 601 and actual earnings were not collected in the survey, the median earnings range could be anywhere between R181 591 and R302 652.
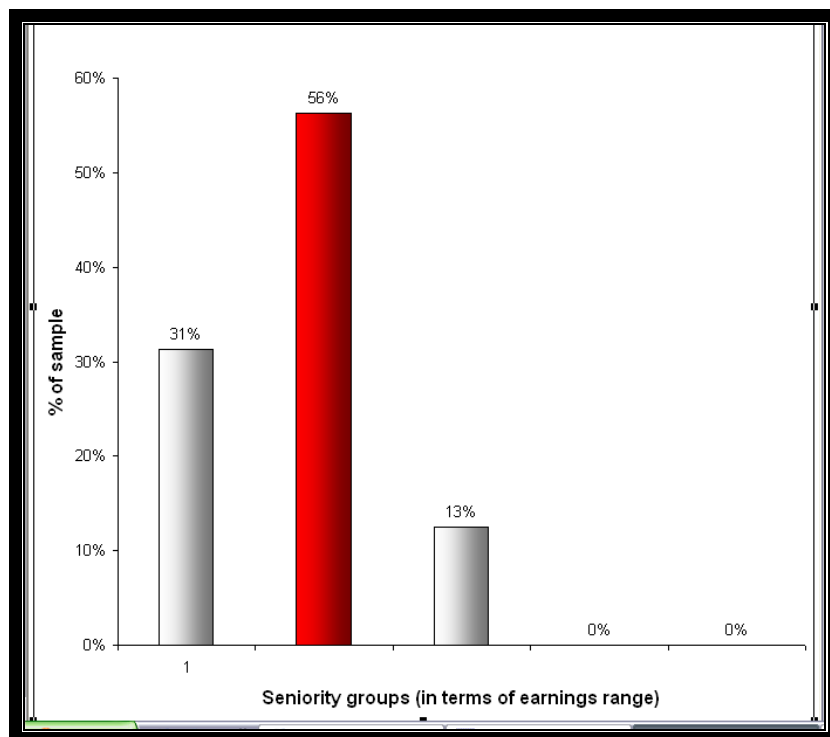
Exhibit 7.7: The Nedbank Survey (Seniority groups i.t.o. earnings range)

This concludes the first section of this Chapter detailing research results. The next section is a qualitative analysis of each of the 54 questions contained in the survey questionnaire.

7.2   Qualitative Analysis of Responses

This section presents results of the qualitative analysis of the 54 questions posed to the 16 respondents. Results of the analysis are arranged into the three main themes of this study; Job Satisfaction, Talent Management and Employee Retention with sub categories within each of the main themes. Frequency

distribution tables are presented for each question and responses to each question interpreted from a qualitative perspective.

7.2.1 Theme 1 – Job Satisfaction

This section presents results of the qualitative analysis of the 28 questions posed to the 16 respondents in terms of the Job Satisfaction theme of this study. There are 6 sub categories within this theme; remuneration, performance appraisal and feedback, work context and working environment, opportunities for promotion, leadership and indicators of job satisfaction in the Region.

Frequency distribution tables are presented for each question (question number indicated); responses to each question are interpreted from a qualitative perspective with reference to existing literature on the theme and a conclusion drawn from the qualitative analysis. A summary of findings of the qualitative analysis of the 28 Job Satisfaction questions is presented in Chapter 8.

The first sub category of Job Satisfaction in this section is Remuneration.

7.2.1.1 Sub Category – Remuneration

This sub category of Job Satisfaction reports the qualitative analysis of 3 questions that focused dynamics of remuneration and the part it plays in job satisfaction in the Region.

Question 21 – "In this Region all staff with the same responsibilities / accountabilities receive the same benefits"

Table 7.8 – Frequency Distribution of Question 21

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	2	3	0.19	19%
Neither agree nor disagree	3	5	0.31	31%
Disagree	**4**	**8**	**0.50**	**50%**
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

8 of the 16 respondents disagree that all staff in the Region with the same responsibilities and accountabilities receive the same benefits. The next largest response was 5 employees who were undecided about the question. Only 3 respondents agreed with the question. Pay is one of the determinants and intervening variables that impact on an employee's intention whether or not to leave an organisation according to Martin Jnr. (1979). Bodden, Glucksman & Lasku (2000) suggested US organisations that were struggling to retain talented employees pay new talented employees what they wanted (mostly money) as talented employees generate effective business profits.

Conclusion drawn

Given the negative response to this question from a majority of respondents and lack of respondents that agree with the question, it may be concluded that **equity in remuneration with respect to employees with the same responsibilities and accountabilities could be a factor adversely affecting job satisfaction in the Region.**

Question 37 – "My total remuneration package (salary, bonus and incentives) is market related"

Table 7.9 – Frequency Distribution of Question 37

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	2	4	0.25	25%
Neither agree nor disagree	3	2	0.13	13%
Disagree	**4**	**9**	**0.56**	**56%**
Strongly disagree	5	1	0.06	6%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

The majority of respondents (9 out of 16) disagree that their total remuneration package (salary, bonus and incentives) is market related. The next largest response was 4 employees who agreed with the

question. 2 respondents were undecided. The academic literature link to this question is the same as the preceding question.

Conclusion drawn

Given the negative response to this question from a majority of respondents, it may be concluded that **package (salary, bonus and incentives) could be a factor adversely affecting job satisfaction in the Region.**

Question 40 – "My total remuneration package (salary, bonus and incentives) matches my job responsibilities"

Table 7.10 – Frequency Distribution of Question 40

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	2	0.13	13%
Agree	**2**	**9**	**0.56**	**56%**
Neither agree nor disagree	3	3	0.19	19%
Disagree	4	2	0.13	13%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (9 out of 16) are satisfied that their total remuneration package (salary, bonus and incentives) matches their job responsibilities. The next largest response was 3 employees who were undecided. The academic literature link to this question is the same as the preceding question.

Conclusion drawn

Given the positive response to this question from a majority of respondents and lack of respondents that disagree with the question, it may be concluded that **a match in job responsibilities to total remuneration package (salary, bonus and incentives) could be a factor contributing to job satisfaction in the Region.**

7.2.1.2   Sub Category - Performance Appraisal and Feedback

This sub category of Job Satisfaction reports the qualitative analysis of 6 questions that focused on performance appraisal and feedback and the part these play in dynamics of job satisfaction in the Region.

Question 2 – "I receive regular feedback on my performance"

Table 7.11 – Frequency Distribution of Question 2

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	**2**	**11**	**0.69**	**69%**
Neither agree nor disagree	3	2	0.13	13%
Disagree	4	3	0.19	19%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (11 out of 16) agree that they receive regular feedback on their performance. Burmeister (2004) reports that one of the factors causing job dissatisfaction is insufficient feedback, and by implication it may be concluded that employees who receive sufficient feedback are happy in their jobs.

Conclusion drawn

Given the positive response to this question from a majority of respondents, it may be concluded that **regular feedback on performance could be a factor contributing to Job Satisfaction of employees.**

Question 30 – "Good work is acknowledged in this Region"

Table 7.12 – Frequency Distribution of Question 30

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**5**	**0.31**	**31%**
Neither agree nor disagree	**3**	**5**	**0.31**	**31%**
Disagree	4	1	0.06	6%
Strongly disagree	5	4	0.25	25%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

5 of the 16 respondents agree that good work is acknowledged in the Region. The same response was received from another 5 employees who were undecided about the question. The next largest response was from 4 employees who disagreed with the question. Burmeister (2004) found that insufficient recognition for work performed contributed to job dissatisfaction.

Conclusion drawn

There isn't a significant difference between respondents who agree with the question, those who were ambivalent and the balance of respondents who disagree. In light of these responses, the researcher cannot draw any firm conclusions as to whether good work being acknowledged could be a factor contributing to job satisfaction in the Region.

Question 39 – "My manager involves me in decisions that impact on my work performance"

Table 7.13 – Frequency Distribution of Question 39

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	**2**	**8**	**0.50**	**50%**
Neither agree nor disagree	3	3	0.19	19%
Disagree	4	5	0.31	31%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

8 of the 16 respondents agree that their manager involves them in decisions that impact on their work performance. The next largest response was 5 employees who disagreed with the question. Only 3 respondents were undecided. Organisational context is an important determinant of the job related attitudes of employees in terms of job involvement (Clinebell and Shadwick, 2005).

Conclusion drawn

Although 5 respondents disagreed with the question, and 3 were undecided, 8 respondents agreed. The researcher believes this is sufficient grounds to conclude that **a factor contributing to job satisfaction in the Region is managers who involve their employees in decisions that impact on their work performance.**

Question 46 – "In my team, people are rewarded for exceptional performance"

Table 7.14 – Frequency Distribution of Question 46

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	3	0.19	19%
Agree	2	6	0.38	38%
Neither agree nor disagree	3	4	0.25	25%
Disagree	4	3	0.19	19%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (6 out of 16) are satisfied that people are rewarded for exceptional performance in their teams. The next largest response was 4 employees who were undecided. There were 3 respondents who strongly agreed and 3 that disagreed. Reward is one of the nine *"hot buttons"* or *"predictors"* that need to be leveraged in order to have a positive influence on team motivation, employee engagement, employee motivation and retention of talent (Clayton, 2006).

Conclusion drawn

Despite a large percentage of respondents who were undecided, the researcher believes there is a sufficient majority (6 agreed, 3 strongly agreed) to conclude that **a factor contributing to job satisfaction in the Region could be people rewarded for exceptional performance in teams.**

Question 50 – "My manager is willing to confront poor performance where necessary"

Table 7.15 – Frequency Distribution of Question 50

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	2	9	0.56	56%
Neither agree nor disagree	3	4	0.25	25%
Disagree	4	2	0.13	13%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (9 out of 16) agree that their manager is willing to confront poor performance where necessary. The next largest response was 4 employees who were undecided. Martin Jnr. (1979) found that distributive justice (fairness) is a determinant and intervening variable impacting on an employee's intention to leave an organisation.

Conclusion drawn

Given the positive response to this question from a majority of respondents and lack of respondents that disagree with the question, it may be concluded that **employees who perceive that their manager is willing to confront poor performance where necessary could be a factor contributing to job satisfaction in the Region.**

Question 53 – "The formal recognition process is fair and recognizes the right people"

Table 7.16 – Frequency Distribution of Question 53

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	2	0.11	11%
Agree	**2**	**10**	**0.56**	**56%**
Neither agree nor disagree	3	4	0.22	22%
Disagree	4	2	0.11	11%
Strongly disagree	5	0	0.00	0%
Total		**18**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (10 out of 16) agree that the formal recognition process in the Region is fair and recognizes the right people. The next largest response was 4 employees who were undecided. Distributive justice (fairness) is a determinant and intervening variable impacting on an employee's intention to leave an organisation (Martin Jnr, 1979) and one factor contributing to job dissatisfaction is insufficient recognition for work performed (Burmeister, 2004).

Conclusion drawn

Given the positive response to this question from a majority of respondents and lack of respondents that disagree with the question, it may be concluded that **a formal recognition process that is fair and recognizes the right people could be a factor contributing to job satisfaction in the Region.**

7.2.1.3   *Sub Category – Work Context and Working Environment*

This sub category of Job Satisfaction reports the qualitative analysis of 10 questions that focused on the context of the workplace in which respondents worked and the part this played in dynamics of job satisfaction in the Region.

Question 1 – "This Region's culture allows staff to support its strategy"

Table 7.17 – Frequency Distribution of Question 1

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**7**	**0.44**	**44%**
Neither agree nor disagree	3	6	0.38	38%
Disagree	4	2	0.13	13%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A total of 7 of the 16 respondents agree that the Region's culture allows its staff to support its strategy. The next largest response was from 6 employees who were undecided in answering the question. According to Cruz (2006), a culture clash between employee and employer is a 'push' factor that influences an employee's decision to leave an organisation due to job dissatisfaction.

Conclusion drawn

Due to the very small margin between respondents who agreed that the Region's culture allows its staff to support its strategy and those who were in two minds about this question, the researcher cannot draw a firm conclusion that a factor contributing to job satisfaction of employees in the Region could be the Region's culture allowing staff to support strategy.

Question 5 – "There is a good atmosphere in this Region"

Table 7.18 – Frequency Distribution of Question 5

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	**2**	**7**	**0.44**	**44%**
Neither agree nor disagree	3	6	0.38	38%
Disagree	4	1	0.06	6%
Strongly disagree	5	2	0.13	13%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

7 of the 16 respondents agree that there is a good atmosphere in the Region. The next largest response was from 6 employees who were undecided in answering this question. Afolabi (no date) and Walumbwa, *et al* (2004) found that if the organisational climate was favorable, job satisfaction of employees increased.

Conclusion drawn

Due to the very small margin between respondents who agreed that there is a good atmosphere in the Region and those who were undecided about this question, the researcher cannot draw a firm conclusion that a good atmosphere in the Region could be a factor contributing to job satisfaction of employees in the Region.

Question 8 – "My manager provides me with all the means to do my work effectively"

Table 7.19 – Frequency Distribution of Question 8

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	**2**	**8**	**0.50**	**50%**
Neither agree nor disagree	3	3	0.19	19%
Disagree	4	5	0.31	31%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

8 of the 16 respondents agree that their manager provides them with all the means to do their work effectively. The next largest response was from 5 employees who disagree with the question. SA talent values empowerment and responsibility as one of the variables impacting on talent management in SA (Birt, *et al.*, 2004: 27).

Conclusion drawn

There isn't a sufficient difference between respondents who agree with the question and those who disagree. Furthermore, the balance of responses was those who were ambivalent about the question. In light of responses

to this question, the researcher cannot draw any firm conclusions that a factor contributing to job satisfaction of employees in the Region could be employees who agree that their manager provides them with all the means to do their work effectively.

Question 11 – "Communication with staff in this Region is adequate"

Table 7.20 – Frequency Distribution of Question 11

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	**2**	**12**	**0.75**	**75%**
Neither agree nor disagree	3	1	0.06	6%
Disagree	4	3	0.19	19%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A large majority of the respondents (12 out of 16) agree that communication with staff in the Region is adequate. Burmeister (2004) found that communication within an organisation is a determinant and intervening variable that impacts on an employee's intention whether or not to leave an organisation.

Conclusion drawn

Given the positive response to this question from a large majority of respondents, it may be concluded that **communication with staff could be a factor contributing to Job Satisfaction of employees.**

Question 13 – "My team in this Region is optimally staffed to service clients"

Table 7.21 – Frequency Distribution of Question 13

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	2	7	0.44	44%
Neither agree nor disagree	3	3	0.19	19%
Disagree	4	6	0.38	38%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

7 of the 16 respondents agree that their teams in the Region are optimally staffed to service clients. The next largest response was from 6 employees who were undecided in answering this question. Employees feeling overworked, excessive workloads and poor work/life balance are factors contributing to job dissatisfaction (Burmeister, 2004).

Conclusion drawn

Due to the very small margin between respondents who agreed that their teams in the Region were optimally staffed to service clients and those disagreed, the researcher cannot draw a firm conclusion that feeling overworked, excessive workloads and poor work/life balance are factors contributing to job dissatisfaction of employees in the Region.

Question 20 – "Staff in this Region have sufficient authority to make decisions"

Table 7.22 – Frequency Distribution of Question 20

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	2	6	0.38	38%
Neither agree nor disagree	3	5	0.31	31%
Disagree	4	5	0.31	31%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

6 of the 16 respondents agree that staff in the Region have sufficient authority to make decisions. The next largest response was 5 employees who disagreed with the question and 5 employees who were undecided. Burmeister (2004) found that insufficient authority to resolve problems contributed to job dissatisfaction. Booysen (2007) and Cruz (2006) found that one of the reasons for retention of black employees declining was due to a sense that black employees felt their recruitment was without meaningful decision making authority.

Conclusion drawn

There isn't a sufficient difference between respondents who agree with the question, those who disagree and the balance of respondents who were ambivalent. In light of these responses, the researcher cannot draw any firm conclusions as to whether employees believe sufficient authority to make decisions could be a factor contributing to job satisfaction in the Region.

Question 28 –" This Region's strategy for 2007 has been clearly communicated by the leadership"

Table 7.23 – Frequency Distribution of Question 28

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	2	7	0.44	44%
Neither agree nor disagree	3	8	0.50	50%
Disagree	4	1	0.06	6%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

8 of the 16 respondents were undecided in answering this question. The next largest response was from 7 employees who agree that the Region's strategy for 2007 was clearly communicated by the leadership. Workplace context is key in retaining employees (Clayton, 2006; Clinebell and

Shadwick, 2005) and one dynamic creating this context is information shared.

Conclusion drawn

Due to the very small margin between respondents who were undecided about this question and those who agreed that the Region's strategy for 2007 was clearly communicated, the researcher cannot draw a firm conclusion that effective communication of the Region's strategy could be a factor contributing to Job Satisfaction of employees in the Region.

Question 35 – "My work is interesting and challenging"

Table 7.24 – Frequency Distribution of Question 35

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	2	6	0.38	38%
Neither agree nor disagree	3	3	0.19	19%
Disagree	4	5	0.31	31%
Strongly disagree	5	1	0.06	6%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

6 of the 16 respondents agree that their work is interesting and challenging. The next largest response was from 5 employees who disagreed with the question. One of the factors contributing to job dissatisfaction is lack of challenging work (Burmeister, 2004).

Conclusion drawn

Due to the very small margin between respondents who agreed that their work is interesting and challenging and those who disagreed, the researcher cannot draw a firm conclusion that challenging and interesting work could be a factor contributing to job satisfaction in the Region.

Question 47 – "My manager shows respect for the cultural differences of people reporting to him / her"

Table 7.25 – Frequency Distribution of Question 47

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**12**	**0.75**	**75%**
Neither agree nor disagree	3	1	0.06	6%
Disagree	4	2	0.13	13%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (12 out of 16) are satisfied that their manager shows respect for the cultural differences of people reporting to him/her. The next largest response was from 2 respondents who disagreed. One of the 'push' factors that plays a role in an employee's decision to leave an organisation is culture clash and hostility at work (Cruz, 2006).

Conclusion drawn

Given the positive response to this question from a majority of respondents, it may be concluded that **employees who are satisfied that their manager shows respect for the cultural differences of people reporting to him/her could be a factor contributing to job satisfaction of employees.**

Question 51 – "We work in a comfortable physical working environment e.g. offices, décor, access to toilets etc."

Table 7.26 – Frequency Distribution of Question 51

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**7**	**0.44**	**44%**
Neither agree nor disagree	3	7	0.44	44%
Disagree	4	1	0.06	6%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

7 of the 16 respondents agreed that they work in a comfortable physical working environment (e.g. offices, décor, access to toilets etc.). The same number was received from 7 respondents who were undecided. 1 respondent strongly agreed and 1 disagreed. Job satisfaction for this report is *"The degree to which individuals feel negatively about their jobs. It is an emotional response to the tasks, as well as to the physical and social conditions associated with the workplace."* (Burmeister, 2004: 350).

Conclusion drawn

There isn't a sufficient difference between respondents who agreed with the question and those who were undecided. In light of these responses, the researcher cannot draw any firm conclusions as to whether a comfortable physical working environment (e.g. offices, décor, access to toilets etc.) could be a factor contributing to job satisfaction in the Region.

7.2.1.4   Sub Category – Opportunities for Promotion

This sub category of Job Satisfaction reports the qualitative analysis of 2 questions that focused on opportunities for upward mobility and promotion in the Region and the part these played in dynamics of job satisfaction in the Region.

Question 7 – "Advertisements of vacancies (externally e.g. newspapers and internally e.g. Jobs on Offer) are carried out in a fair manner in this Region"

Table 7.27 – Frequency Distribution of Question 7

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	2	8	0.50	50%
Neither agree nor disagree	3	3	0.19	19%
Disagree	4	5	0.31	31%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

8 of the 16 respondents agreed that advertisements of vacancies are carried out in a fair manner in the Region. The next largest response was from 5 employees who disagree with the question. The balance of responses was respondents who were in two minds about the question. Burmeister (2004) found that lack of promotion opportunities within the employee's existing organisation leads to low job satisfaction.

Conclusion drawn

There isn't a sufficient difference between respondents who agreed with the question, those who disagreed and the balance of respondents who were ambivalent. In light of these responses, the researcher cannot draw any firm conclusions as to whether advertisements of vacancies carried out in a fair manner could be a factor contributing to Job satisfaction of employees in the Region.

Question 27 – "Internal appointments in this Region are made in a fair manner"

Table 7.28 – Frequency Distribution of Question 27

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**9**	**0.56**	**56%**
Neither agree nor disagree	3	5	0.31	31%
Disagree	4	1	0.06	6%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

9 of the 16 respondents agree that internal appointments in the Region are made in a fair manner. The next largest response was from 5 employees who were undecided in answering this question. Martin Jnr. (1979) found that distributive justice (fairness), upward mobility and opportunity for growth were all determinants and intervening variables impacting on an employee's intention whether or not to leave an organisation.

Conclusion drawn

Although 5 respondents were undecided about this question, only 1 disagreed. The researcher believes this is sufficient grounds to conclude that **internal appointments in the Region made in a fair manner could be a factor contributing to job satisfaction of employees.**

7.2.1.5   Sub Category – Leadership

This sub category of Job Satisfaction reports the qualitative analysis of 4 questions that focused on leadership as a dynamic of job satisfaction in the Region.

Question 24 – "Management in this Region supports and cares for its people Management in this Region supports and cares for its people"

Table 7.29 – Frequency Distribution of Question 24

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	2	10	0.63	63%
Neither agree nor disagree	3	3	0.19	19%
Disagree	4	3	0.19	19%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (10 out of 16) agree that management in the Region supports and cares for its people. Farrell (1983) cites poor work/life balance as a factor contributing to job dissatisfaction. One of the ways in which management supports and cares for its people is through encouraging a work/life balance according to the researcher.

Conclusion drawn

Given the positive response to this question from a majority of respondents, it may be concluded that **support and caring for people could be a factor contributing to Job Satisfaction of employees.**

Question 32 – "I am happy with the people that this Region has appointed in leadership positions"

Table 7.30 – Frequency Distribution of Question 32

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	2	0.13	13%
Agree	**2**	**9**	**0.56**	**56%**
Neither agree nor disagree	3	3	0.19	19%
Disagree	4	0	0.00	0%
Strongly disagree	5	2	0.13	13%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (9 out of 16) are happy with the people the Region has appointed in leadership positions. Transformational leadership is positively related to organisational commitment and job satisfaction, which can lead to employee retention (Walumbwa, *et al.,* 2004). Burmeister (2004) has found that one of the factors causing low job satisfaction is an employee's perception of ineffective leadership within the organisation.

Conclusion drawn

Given the positive response to this question from a majority of respondents, it may be concluded that **employees who are happy with the people appointed in leadership positions could be a factor contributing to job satisfaction of employees in the Region.**

Question 34 – "The leadership of this Region inspire and motivate me"

Table 7.31 – Frequency Distribution of Question 34

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	2	3	0.19	19%
Neither agree nor disagree	**3**	**5**	**0.31**	**31%**
Disagree	**4**	**5**	**0.31**	**31%**
Strongly disagree	5	3	0.19	19%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

5 of the 16 respondents were undecided in answering this question. Another 5 disagreed that leadership of the Region inspired and motivated them. Transformational leadership is positively related to organisational commitment and job satisfaction, which can lead to employee retention (Walumbwa, *et al.,* 2004). Burmeister (2004) has found that one of the factors causing low job satisfaction is an employee's perception of ineffective leadership within the organisation.

Conclusion drawn

There isn't a sufficient difference between respondents who disagreed with the question and those who were ambivalent. In light of these responses, the researcher cannot draw any firm conclusions as to whether employees believe inspirational and motivational leadership could be a factor contributing to job satisfaction in the Region.

Question 41 – "Leadership of this Region inspires me to do my best work every day"

Table 7.32 – Frequency Distribution of Question 41

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	2	11	0.69	69%
Neither agree nor disagree	3	4	0.25	25%
Disagree	4	1	0.06	6%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (11 out of 16) are satisfied that leadership of the Region inspires them to do their best work every day. Only 4 of the respondents were undecided, while 2 respondents disagreed. The academic literature link to this question is the same as the preceding question.

Conclusion drawn

Given the positive response to this question from a majority of respondents, it may be concluded that **employees who are satisfied that leadership of the Region inspires them to do their best work every day could be a factor contributing to Job Satisfaction of employees.**

7.2.1.6   Sub Category – Indicators of Job Satisfaction in the Region

This sub category of Job Satisfaction reports the qualitative analysis of 3 questions that focused on indicators of whether respondents were satisfied in their jobs and the part these played in dynamics of job satisfaction in the Region.

Question 48 – "I rarely think about leaving this Region to work somewhere else"

Table 7.33 – Frequency Distribution of Question 48

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	2	0.13	13%
Agree	**2**	**9**	**0.56**	**56%**
Neither agree nor disagree	3	3	0.19	19%
Disagree	4	1	0.06	6%
Strongly disagree	5	1	0.06	6%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (9 out of 16) rarely think about leaving the Region to work somewhere else. The next largest response was 3 employees who were undecided. The Unfolding Model Path developed by Mitchell, et al. (2001) theorizes five decision paths followed by an employee in reaching the decision to leave an organisation. The five decision paths being Path 1 "following a plan", Path 2 "leaving without a plan", Path 3 "leaving for something better", Path 4A "leaving an unsatisfying job without alternatives" and Path 4B "leaving an unsatisfying job with alternatives".

Conclusion drawn

Given the positive response to this question from a majority of respondents and lack of respondents that disagree with the question, it may be concluded that **employees that rarely think about leaving is an indication of job satisfaction in the Region.**

Question 54 – "Given the opportunity, I tell others great things about working here"

Table 7.34 – Frequency Distribution of Question 54

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**9**	**0.56**	**56%**
Neither agree nor disagree	3	4	0.25	25%
Disagree	4	2	0.13	13%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (9 out of 16) agree that given the opportunity, they would tell others great things about in the Region. The next largest response was 4 employees who were undecided.

Conclusion drawn

Given the positive response to this question from a majority of respondents and lack of respondents that disagree with the question, it may be concluded that **employees who would tell others great things about working in the Region is an indication of job satisfaction in the Region.**

Question 33 – "It would take a lot to get me to leave this Region"

Table 7.35 – Frequency Distribution of Question 33

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**8**	**0.50**	**50%**
Neither agree nor disagree	3	6	0.38	38%
Disagree	4	1	0.06	6%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

8 of the 16 respondents agree that it would take a lot to get them to leave the Region. The next largest response was from 6 respondents who were undecided in answering this question. One factor affecting this decision could be transformational leadership which is positively related to organisational commitment and job satisfaction, which can lead to employee retention (Walumbwa, *et al.*, 2004).

Conclusion drawn

Although 6 respondents were undecided about this question, only 1 disagreed. The researcher believes this is sufficient grounds to conclude that **a good atmosphere in the Region could be a factor contributing to job satisfaction of employees in the Region.**

This concludes qualitative analysis of the 28 Job Satisfaction questions.

The next section of the Chapter presents results of the qualitative data analysis in context of the second of the three main themes of this study; Talent Management.

7.2.2 Theme 2 - Talent Management

This section presents results of the qualitative analysis of the 13 questions posed to the 16 respondents in terms of the Talent Management theme of this study. There are 5 sub categories within this theme; motivation for superior

performance, training and development, job enrichment (variety of jobs), performance reviews and attraction of talent (and opportunities for promotion).

Frequency distribution tables are presented for each question (question number indicated); responses to each question are interpreted from a qualitative perspective with reference to existing literature on the theme and a conclusion drawn from the qualitative analysis. A summary of findings of the qualitative analysis of the 13 Talent Management questions is presented in Chapter 8.

The first sub category of Talent Management in this section is motivation for superior performance.

7.2.2.1   Sub Category – Motivation for superior performance

This sub category of Talent Management reports the qualitative analysis of 3 questions that focused on motivation for superior performance and the part this played in dynamics of talent management.

<u>Question 3 – "Management in this Region motivates me to contribute more than is normally required to complete my work"</u>

Table 7.36 – Frequency Distribution of Question 3

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**7**	**0.44**	**44%**
Neither agree nor disagree	3	3	0.19	19%
Disagree	4	4	0.25	25%
Strongly disagree	5	1	0.06	6%
Total		**16**	**1.00**	**100%**

<u>Qualitative interpretation of the Question</u>

7 of the 16 respondents agree that management in the Region motivates them to contribute more than is normally required to complete their work. The next largest response was from 4 employees who disagreed with the question. There were 3 respondents who undecided. Effective talent management strategies must cater for what matters most to employees and one of the things that employees desire to feel motivated and

committed to their organisations is deployment onto work assignments that demand use of their skills and fuel their passion Athey (2006). This factor of talent management is the link to this question.

Conclusion drawn

There isn't a sufficient difference between respondents who agreed with the question, those who disagreed and the balance of respondents who were ambivalent. In light of these responses, the researcher cannot draw any firm conclusions as to whether management's motivation causing employees to contribute more than is normally required could be a factor contributing to talent management of employees in the Region.

Question 18 – "People I work with are highly motivated"

Table 7.37– Frequency Distribution of Question 18

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	2	6	0.38	38%
Neither agree nor disagree	3	6	0.38	38%
Disagree	4	4	0.25	25%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

6 of the 16 respondents agreed that people they work with are highly motivated. 6 respondents were undecided and 4 disagreed. Talent management strategies can motivate employees and generate stronger commitment to the organisation (Athey, 2006).

Conclusion drawn

There isn't a sufficient difference between respondents who agreed with the question and those who were ambivalent. In light of these responses, the researcher cannot draw any firm conclusions as to whether people who work with respondents that are highly motivated could be a factor contributing to talent management in the Region.

Question 4 – "My manager values my input, ideas and suggestions"

Table 7.38 – Frequency Distribution of Question 4

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**11**	**0.69**	**69%**
Neither agree nor disagree	3	3	0.19	19%
Disagree	4	0	0.00	0%
Strongly disagree	5	1	0.06	6%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (11 out of 16) are satisfied that their manager values their input, ideas and suggestions. 1 respondent strongly agreed. 3 of the respondents were undecided, while only 1 respondent disagreed. Hattingh, *et al.* (2005) found that one of the internal influences, contexts and rationales for mentoring was the attraction and retention of best employees in the war for talent. The importance of mentoring in this context is that it shows future recruits and current employees in organisations that their contribution to that organisation is valued and recognised.

Conclusion drawn

Given the positive response to this question from a majority of respondents and lack of negative responses, it may be concluded that **employees who are satisfied that their manager values their input, ideas and suggestions could be a factor contributing to talent management in the Region.**

7.2.2.2   Sub Category – Training and Development

This sub category of Talent Management reports the qualitative analysis of 4 questions that focused on training and development and the part this played in dynamics of talent management.

Question 6 – "My manager has spoken to me about my career plan in the last twelve months"

Table 7.39 – Frequency Distribution of Question 6

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**11**	**0.69**	**69%**
Neither agree nor disagree	3	2	0.13	13%
Disagree	4	2	0.13	13%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (11 out of 16) agreed that their manager has spoken to them about their career plan in the last twelve months. 1 respondent strongly agreed, 2 of the respondents were undecided and 2 respondents disagreed. One of the components in an integrated talent management model successfully implemented at Vodacom SA is effective HR process that help line managers with talent management in the form of performance and career management (Ndlovu, 2005/06)

Conclusion drawn

Given the positive response to this question from a majority of respondents and lack of negative responses, it may be concluded that **employees who are satisfied that their manager has spoken to them about their career plan in the last twelve months could be a factor contributing to talent management in the Region.**

Question 19 – "In this Region, I feel empowered to take responsibility for my personal development"

Table 7.40 – Frequency Distribution of Question 19

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**9**	**0.50**	**50%**
Neither agree nor disagree	3	6	0.33	33%
Disagree	4	2	0.11	11%
Strongly disagree	5	0	0.00	0%
Total		**18**	**1.00**	**100%**

Qualitative interpretation of the Question

9 of the 16 respondents agreed that they feel empowered to take responsibility for their personal development in the Region. The next largest response was from 6 employees who were undecided in answering this question. A study in China found that one of the reasons employees cited for not leaving their employer was talent management in the form of personal development opportunities ('*Tips for Attracting and Retaining Talent,* 2006).

Conclusion drawn

Although 6 respondents were undecided about this question, only 2 disagreed. The researcher believes this is sufficient grounds to conclude that **feeling empowered to take responsibility for personal development could be a factor contributing to talent management in the Region.**

Question 26 – "My manager is responsive to my training and development needs"

Table 7.41 – Frequency Distribution of Question 26

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	**2**	**9**	**0.56**	**56%**
Neither agree nor disagree	3	5	0.31	31%
Disagree	4	2	0.13	13%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

9 of the 16 respondents agreed that their manager is responsive to their training and development needs. The next largest response was from 5 employees who were undecided in answering this question. Only 2 respondents disagreed with question. A study in China found that one of the reasons employees cited for not leaving their employer was talent management in the form of personal development opportunities (*'Tips for Attracting and Retaining Talent,* 2006).

Conclusion drawn

Although 5 respondents were undecided about this question, only 2 disagreed. The researcher believes this is sufficient grounds to conclude that **managers of employees who are responsive to their training and development needs could be a factor contributing to talent management in the Region.**

Question 52 – "I have sufficient opportunity to attend training"

Table 7.42 – Frequency Distribution of Question 52

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**7**	**0.44**	**44%**
Neither agree nor disagree	3	6	0.38	38%
Disagree	4	2	0.13	13%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

7 of the 16 respondents agreed that they have sufficient opportunity to attend training. The next largest responses were from 6 employees who were undecided about the question. The same literature link as the previous question.

Conclusion drawn

There isn't a sufficient difference between respondents who agreed with the question and those who were undecided. In light of these responses, the researcher cannot draw any firm conclusions as to whether sufficient opportunity to attend training could be a factor contributing to talent management of employees in the Region.

7.2.2.3   Sub Category – Job Enrichment (Variety of jobs)

This sub category of Talent Management reports the qualitative analysis of 2 questions that focused on job enrichment (including variety of jobs) and the part this played in dynamics of talent management.

Question 29 – "My job gives me the opportunity to excel at what I am best at"

Table 7.43 – Frequency Distribution of Question 29

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**9**	**0.56**	**56%**
Neither agree nor disagree	3	3	0.19	19%
Disagree	4	3	0.19	19%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (9 out of 16) agreed that their job gives them the opportunity to excel at what they are best at. 3 respondents were undecided and 3 respondents disagreed. Talent management strategies must cater for what matters most to employees and specifically deployment to work assignments that demand use of their skills, fuel

passion and connection to a greater group of other employees (Athey, 2006).

Conclusion drawn

Given the positive response to this question from a majority of respondents and lack of negative responses, it may be concluded that **jobs that give employees the opportunity to excel at what they are best at could be a factor contributing to talent management in the Region.**

Question 45 – "I have the opportunity to work in a variety of roles and jobs in this Region"

Table 7.44 – Frequency Distribution of Question 45

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	2	3	0.19	19%
Neither agree nor disagree	3	4	0.25	25%
Disagree	**4**	**5**	**0.31**	**31%**
Strongly disagree	5	3	0.19	19%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

5 of the 16 respondents disagreed that they have the opportunity to work in a variety of roles and jobs in this Region. The next largest response was 4 employees who were undecided about the question. 3 respondents agreed with the question and 3 strongly disagreed. Job enrichment is one strategy to overcome job dissatisfaction as the more challenging a job is; the more the environment for a satisfied employee is created (Burmeister, 2004; Bajpai and Srivastava, 2004).

Conclusion drawn

Given the very negative response to this question from a majority of respondents and lack of respondents that agreed with the question, it may be concluded that **respondents who do not have the opportunity to work in a variety of roles and jobs in the Region could be an adverse**

factor contributing to talent management of employees in the Region.

7.2.2.4 Sub Category – Performance Reviews

This sub category of Talent Management reports the qualitative analysis of 2 questions that focused on performance reviews and the part this played in dynamics of talent management.

<u>Question 25 – "I am motivated to achieve my performance goals/targets"</u>

Table 7.45 – Frequency Distribution of Question 25

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	2	0.13	13%
Agree	2	9	0.56	56%
Neither agree nor disagree	3	1	0.06	6%
Disagree	4	4	0.25	25%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

<u>Qualitative interpretation of the Question</u>

9 of the 16 respondents agreed that they are motivated to achieve their performance goals/targets. The next largest response was from 4 employees who disagreed with the question. There were 2 respondents who strongly agreed with the question. Talent management strategies can motivate employees and generate stronger commitment to the organisation (Athey, 2006).

<u>Conclusion drawn</u>

Although 4 respondents disagreed with the question, only 9 respondents agreed and 2 strongly agreed. The researcher believes this is sufficient grounds to conclude that **employees who are motivated to achieve their performance goals/targets could be a factor contributing to talent management in the Region.**

Question 38 – "The performance review process provides me with accurate information about my strengths, weaknesses and development areas"

Table 7.46 – Frequency Distribution of Question 38

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**7**	**0.44**	**44%**
Neither agree nor disagree	3	4	0.25	25%
Disagree	4	4	0.25	25%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

7 of the 16 respondents agreed that the performance review process provides them with accurate information about their strengths, weaknesses and development areas. The next largest responses were from 4 employees who disagreed with the question and 4 respondents who were undecided. Mucha (2004: 98) states *"effective talent management is essential to achieving organisational excellence"* and further that a focus of successful talent management is aligning the performance appraisal process with creation of a means and process to identify the potential of employees to progress to more senior levels in an organisation.

Conclusion drawn

There isn't a sufficient difference between respondents who agreed with the question, those who disagreed and the balance of respondents who were ambivalent. In light of these responses, the researcher cannot draw any firm conclusions as to whether a the performance review that provides employees with accurate information about their strengths, weaknesses and development areas could be a factor contributing to talent management of employees in the Region.

7.2.2.5   Sub Category – Attraction of Talent and Opportunities for Promotion

This sub category of Talent Management reports the qualitative analysis of 2 questions that focused on attraction of talent (including opportunities for promotion) and the part this played in dynamics of talent management.

<u>*Question 14 – "Succession planning and talent management are implemented successfully in this Region to advance staff"*</u>

Table 7.47 – Frequency Distribution of Question 14

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	2	4	0.25	25%
Neither agree nor disagree	**3**	**6**	**0.38**	**38%**
Disagree	4	5	0.31	31%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

<u>Qualitative interpretation of the Question</u>

6 of the 16 respondents were undecided that succession planning and talent management are implemented successfully in the Region. The next largest response was from 5 employees who disagreed with the question. 4 respondents agreed with this question. One of the aspects that makes up the definition of 'talent management' for this report is succession planning (Farley, 2005).

<u>Conclusion drawn</u>

There isn't a sufficient difference between respondents who are undecided, those who disagreed and the balance of respondents who were ambivalent. In light of these responses, the researcher cannot draw any firm conclusions as to whether successful implementation of succession planning and talent management could be a factor contributing to talent management of employees in the Region.

Question 31 – "This Region attracts highly talented people"

Table 7.48 – Frequency Distribution of Question 31

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**9**	**0.56**	**56%**
Neither agree nor disagree	3	2	0.13	13%
Disagree	4	3	0.19	19%
Strongly disagree	5	1	0.06	6%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (9 out of 16) agreed that the Region attracts highly talented people and 1 respondent strongly agreed. The next largest response was from 3 respondents who disagreed. 2 respondents were undecided. Selecting and recruiting talented performers using structured interviews is one successful strategy of employee retention (Lunn, 1995). Retention of talent is important, as talent is a powerful driving force in business success. Effective talent management is essential to achieving organisational excellence (Mucha, 2004; Gandz, 2006; Barlow, 2006).

Conclusion drawn

Given the positive response to this question from a majority of respondents and lack of negative responses, it may be concluded that **a factor contributing to talent management in the Region could that the Region attracts highly talented people.**

This concludes qualitative analysis of the 13 Talent Management questions.

The next section of the Chapter presents results of the data analysis in the context of the last main themes of this study; Employee Retention.

7.2.3 Theme 3 - Employee Retention

The final section of this Chapter presents results of the qualitative analysis of the 13 questions posed to the 16 respondents in terms of the Employee Retention theme of this study. There are 3 sub categories within this theme; leadership,

employment equity and equal opportunity and influence of manager (direct superior).

Frequency distribution tables are presented for each question (question number indicated); responses to each question are interpreted from a qualitative perspective with reference to existing literature on the theme and a conclusion drawn from the qualitative analysis. A summary of findings of the qualitative analysis of the 13 Employee Retention questions is presented in Chapter 8.

The first sub category of Employee Retention in this section is leadership.

7.2.3.1   Sub Category – Leadership

This sub category of Employee Retention reports the qualitative analysis of 5 questions that focused on leadership and the part this played in dynamics of employee retention.

Question 10 – "This Region's culture and values help to retain staff"

Table 7.49 – Frequency Distribution of Question 10

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	2	4	0.25	25%
Neither agree nor disagree	3	7	0.44	44%
Disagree	4	5	0.31	31%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (7 out of 16) were undecided that the Region's culture and values help to retain staff. The next largest response was from 5 employees who disagreed with the question. 4 respondents agreed with this question. A culture clash between employee and employer is a 'push' factor that influences an employee's decision to leave an organisation due to job dissatisfaction (Cruz, 2006).

Conclusion drawn

There isn't a sufficient difference between respondents who were undecided, those who disagreed and the balance of respondents who were unsure. In light of these responses, the researcher cannot draw any firm conclusions as to whether the Region's culture and values help to retain staff.

Question 15 – "Management in this Region provides clear direction for its staff"

Table 7.50 – Frequency Distribution of Question 15

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**10**	**0.63**	**63%**
Neither agree nor disagree	3	4	0.25	25%
Disagree	4	1	0.06	6%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

10 of the 16 respondents agreed that management in the Region provides clear direction for its staff. The next largest response was from 4 employees who were undecided in answering this question. 1 respondent strongly agreed and only 1 respondent disagreed with question. Workplace context is key in retaining employees and one dynamic creating this context is information shared (Clayton, 2006; Clinebell and Shadwick, 2005).

Conclusion drawn

Given the positive response to this question from a majority of respondents and lack of negative responses, it may be concluded that **a factor contributing to employee retention in the Region could be whether or not management provides clear direction for its staff.**

Question 22 – "I have confidence that the leadership in this Region will lead the Region positively into the future"

Table 7.51 – Frequency Distribution of Question 22

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	3	0.19	19%
Agree	**2**	**8**	**0.50**	**50%**
Neither agree nor disagree	3	4	0.25	25%
Disagree	4	1	0.06	6%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (8 out of 16) agreed that they have confidence that the leadership will lead the Region positively into the future. 4 respondents were unsure, 3 strongly agreed and 1 disagreed. Factors contributing to job dissatisfaction leading to employees leaving organisations include concerns that existing management may not be able to effectively lead the organisation (Burmeister, 2004).

Conclusion drawn

Given the positive response to this question from a majority of respondents, it may be concluded that **confidence in leadership to lead positively into the future could be a factor contributing to employee retention in the Region.**

Question 43 – "I respect the leadership of this Region"

Table 7.52 – Frequency Distribution of Question 43

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**9**	**0.56**	**56%**
Neither agree nor disagree	3	4	0.25	25%
Disagree	4	2	0.13	13%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (9 out of 16) agreed that they respect the leadership of this Region. 4 respondents were unsure and 2 disagreed. Transformational leadership is positively related to organisational commitment and job satisfaction, which can lead to employee retention (Walumbwa, *et al.,* 2004).

Conclusion drawn

Given the positive response to this question from a majority of respondents, it may be concluded that **employees respecting leadership could be a factor contributing to employee retention in the Region.**

Question 49 – "The leadership of this Region are contributing to the success of the Region"

Table 7.53 – Frequency Distribution of Question 49

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	2	0.13	13%
Agree	**2**	**10**	**0.63**	**63%**
Neither agree nor disagree	3	4	0.25	25%
Disagree	4	0	0.00	0%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (10 out of 16) agreed that the leadership of the Region was contributing to success of the Region. Transformational leadership is positively related to organisational commitment and job satisfaction, which can lead to employee retention (Walumbwa, et al., 2004). Burmeister (2004) has found that one of the factors causing low job satisfaction is an employee's perception of ineffective leadership within the organisation.

Conclusion drawn

Given the positive response to this question from a majority of respondents, it may be concluded that **employees who are happy that**

leadership is contributing to success of the Region could be a factor contributing to employee retention in the Region.

7.2.3.2   Sub Category – Employment Equity and Equal Opportunity

This sub category of Employee Retention reports the qualitative analysis of 2 questions that focused on employment equity and equal opportunity and the part this played in dynamics of employee retention.

<u>*Question 42 – "I have an equal opportunity to access career opportunities in this Region"*</u>

Table 7.54 – Frequency Distribution of Question 42

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	**2**	**6**	**0.38**	**38%**
Neither agree nor disagree	**3**	**7**	**0.44**	**44%**
Disagree	4	2	0.13	13%
Strongly disagree	5	1	0.06	6%
Total		**16**	**1.00**	**100%**

<u>Qualitative interpretation of the Question</u>

7 of the 16 respondents were not sure of the question. 6 respondents agreed that they had equal opportunity to access career opportunities in the Region, 2 disagreed and 1 strongly disagreed. A study in China found that one of the reasons employees cited for not leaving their employer was good career opportunities (*'Tips for Attracting and Retaining Talent,* 2006).

<u>Conclusion drawn</u>

There isn't a sufficient difference between respondents who were undecided and those who agreed with the question. In light of these responses, the researcher cannot draw any firm conclusions as to whether equal opportunity to access career opportunities in the Region could be a factor contributing to employee retention in the Region.

Question 44 – "In this Region, the Employment Equity process is well managed and successfully implemented"

Table 7.55 – Frequency Distribution of Question 44

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	**2**	**11**	**0.69**	**69%**
Neither agree nor disagree	3	5	0.31	31%
Disagree	4	0	0.00	0%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (11 out of 16) agreed that the employment equity process in the Region is well managed and successfully implemented. 5 respondents were unsure. A study in SA found that between 2002 and 2006 retention of black employees fell due a dominant white male culture, very slow progress in achieving employment equity ("EE") at managerial level, inconsistencies in progress between departments, top management not committing to EE seriously and the sense that black employees felt their recruitment was a token appointments due to the fact that they were not given meaningful decision making authority (Booysen, 2007; Cruz, 2006).

Conclusion drawn

Given the positive response to this question from a majority of respondents, it may be concluded that **a well-managed and successfully implemented employment equity process could be a factor contributing to employee retention in the Region.**

7.2.3.3 Sub Category – Influence of Manager (Direct superior)

This sub category of Employee Retention reports the qualitative analysis of 6 questions that focused on influence of a manager (direct superior) and the part this played in dynamics of employee retention.

Question 9 – "My manager makes decisions timeously"

Table 7.56 – Frequency Distribution of Question 9

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	2	9	0.56	56%
Neither agree nor disagree	3	3	0.19	19%
Disagree	4	4	0.25	25%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (9 out of 16) agreed that their manager makes decisions timeously, 4 respondents disagreed and 3 respondents were undecided. Employees in SA value manager integrity and quality, empowerment and responsibility (Birt, *et al.*, 2004: 27) and one way in which these attributes are given effect is in making timeous decisions.

Conclusion drawn

Given the positive response to this question from a majority of respondents and lack of negative responses, it may be concluded that **managers that make decisions timeously could be a factor contributing to employee retention in the Region.**

Question 12 – "I trust my manager"

Table 7.57 – Frequency Distribution of Question 12

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	3	0.19	19%
Agree	2	7	0.44	44%
Neither agree nor disagree	3	4	0.25	25%
Disagree	4	1	0.06	6%
Strongly disagree	5	1	0.06	6%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

A majority of the respondents (7 out of 16) agreed that they trust their manager, 4 respondents disagreed, 3 respondents strongly agreed and 3

were undecided. In a SA study, Martins and von der Ohe (2002) found that trust in a corporate relationship plays a role where employers are expected to attract, retain and motivate employees.

Conclusion drawn

Given the positive response to this question from a majority of respondents, it may be concluded that **trust between employees and their manager could be a factor contributing to employee retention in the Region.**

Question 16 – "My manager respects and cares about me"

Table 7.58 – Frequency Distribution of Question 16

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**9**	**0.56**	**56%**
Neither agree nor disagree	3	5	0.31	31%
Disagree	4	0	0.00	0%
Strongly disagree	5	1	0.06	6%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

9 of the 16 respondents agreed that their manager respects and cares about them. The next largest response was from 5 employees who were undecided, 1 respondent strongly agreed and 1 strongly disagreed. Herman and Gioia-Herman (2001) suggest two strategies that could be followed in order to attract and retain talented employees; creative approaches such as remembering special occasions (e.g. giving employees free lunch and movie tickets on their birthday) and childcare facilities for parent employees at the business premises, paid for, or at least subsidized in part, by the employer. These are practical acts of respect and caring for employees.

Conclusion drawn

Although 5 respondents were undecided about this question, only 1 disagreed. The researcher believes this is sufficient grounds to conclude

that **respect and care for employees by managers could be a factor contributing to employee retention in the Region.**

Question 17 – "My manager makes high-quality decisions"

Table 7.59 – Frequency Distribution of Question 17

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	2	0.11	11%
Agree	**2**	**8**	**0.44**	**44%**
Neither agree nor disagree	3	6	0.33	33%
Disagree	4	2	0.11	11%
Strongly disagree	5	0	0.00	0%
Total		**18**	**1.00**	**100%**

Qualitative interpretation of the Question

8 of the 16 respondents agreed that their manager makes high-quality decisions. The next largest response was from 6 employees who were undecided. 2 respondents strongly agreed and 2 disagreed. Employees in SA value manager integrity and quality, empowerment and responsibility (Birt, *et al.*, 2004: 27) and one way in which these attributes are given effect is in making timeous decisions.

Conclusion drawn

Although 6 respondents were undecided about this question, 2 respondents strongly agreed and 2 disagreed. The researcher believes this is sufficient grounds to conclude that **managers making high-quality decisions could be a factor contributing to employee retention in the Region.**

Question 23 – "My manager supports my personal development so that I can reach my full potential"

Table 7.60 – Frequency Distribution of Question 23

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	1	0.06	6%
Agree	**2**	**8**	**0.50**	**50%**
Neither agree nor disagree	3	5	0.31	31%
Disagree	4	2	0.13	13%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

Qualitative interpretation of the Question

8 of the 16 respondents agreed that their manager supports their personal development so that they reach their full potential. The next largest response was from 5 employees who were undecided, 2 respondents disagreed and 1 strongly agreed. A study in China found that one of the reasons employees cited for not leaving their employer was talent management in the form of personal development opportunities (*'Tips for Attracting and Retaining Talent,* 2006).

Conclusion drawn

Although 5 respondents were undecided about this question, 1 respondent strongly agreed and only 2 disagreed. The researcher believes this is sufficient grounds to conclude that **managers supporting personal development of employees so that they reach their full potential could be a factor contributing to employee retention in the Region.**

Question 36 – "My manager supports and encourages a work life balance"

Table 7.61 – Frequency Distribution of Question 36

Response	Value	Absolute Frequency	Relative Frequency	Percentage
Strongly Agree	1	0	0.00	0%
Agree	**2**	**9**	**0.56**	**56%**
Neither agree nor disagree	3	5	0.31	31%
Disagree	4	2	0.13	13%
Strongly disagree	5	0	0.00	0%
Total		**16**	**1.00**	**100%**

<u>Qualitative interpretation of the Question</u>

A majority of the respondents (9 out of 16) agreed that their manager supports and encourages a work/life balance. 5 respondents were unsure and 2 disagreed. Employees feeling overworked, excessive workloads and poor work/life balance are factors contributing to job dissatisfaction (Burmeister, 2004) that may lead to employees leaving organisations.

<u>Conclusion drawn</u>

Given the positive response to this question from a majority of respondents, it may be concluded that **managers supporting and encouraging a work/life balance could be a factor contributing to Employee Retention in the Region.**

This concludes qualitative analysis of the 13 Employee Retention questions. A summary of the qualitative analysis findings of the 13 Employee Retention questions is presented in Chapter 8.

Data analysis of results of the study in context of the three main themes of the report is complete. A comprehensive summary of findings from the qualitative analysis of the 54 questions posed to the 16 respondents is presented in Chapter 8. Presentation of these findings is arranged into the three main themes of this study; Job Satisfaction, Talent Management and Employee Retention with sub categories within each of the main themes.

The next chapter is the final chapter of this report that discusses limitations and outcomes of the study with cross-references to other relevant studies covered in the literature review.

CHAPTER 8 – DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

Chapter 8 is the final chapter of this report. It begins with a discussion of limitations of the study and findings of the study with cross-references to relevant studies covered in the literature review (i.e. Chapters 2, 3 and 4). A conclusion is formulated that elaborates on potential implications of the study where after recommendations are suggested for further research.

8.1   Limitations of the study

In this case study research the personal bias and worldview of the researcher could have played a part, however the questionnaire was objective in its method, which the researcher believes reduced the probability of any misinterpretation of the results.

The biggest limitation in this study was the very low response rate of 12% (16 out of a possible 136 respondents) that didn't achieve the expected 80% response rate (109 out of a possible 136 respondents). The implication of the very low response rate is that no statistically relevant conclusions can be drawn from the data analysed. A qualitative analysis of the data however yielded some possible factors that could contribute to job satisfaction, talent management and employee retention. These factors are explained in a discussion of the results in the next section of this Chapter.

Another limitation of the study is that it the questionnaire did not consider the constructs of job satisfaction, talent management or employee retention separately from a race and gender perspective. Responses from separate cultural and gender groups may have had a significant influence on the findings, conclusion and recommendations formulated in this report.

A discussion of results of the report is the next section in this chapter.

8.2   Discussion of results

This section presents summaries of findings from the qualitative analysis of the 54 questions posed to the 16 respondents. The findings are arranged into the

three main themes of this study; Job Satisfaction, Talent Management and Employee Retention with sub categories within each of the main themes.

8.2.1 Summary Of Findings - Qualitative Analysis Of Job Satisfaction

Summaries of findings of a qualitative analysis of the 28 questions posed to the 16 respondents in terms of the Job Satisfaction theme of this study is presented in this section. There are 6 sub categories within this theme; remuneration, performance appraisal and feedback, work context and working environment, opportunities for promotion, leadership and Indicators of Job satisfaction. Findings in each sub category are presented in bullet points with a link to existing literature from Chapters 2,3 and 4.

8.2.1.1   Findings – Sub Category 1: Remuneration

▪ **Equity in remuneration with respect to employees with the same responsibilities and accountabilities** could be a factor contributing to job satisfaction. Pay is one of the determinants and intervening variables that impact on an employee's intention whether or not to leave an organisation according to Martin Jnr. (1979). Bodden, Glucksman & Lasku (2000) suggested US organisations that were struggling to retain talented employees pay new talented employees what they wanted (mostly money) as talented employees generate effective business profits.

▪ **A market related total remuneration package (salary, bonus and incentives)** could be a factor contributing to job satisfaction. Same literature link as the previous bullet point (i.e. *"Pay is one of the determinants and intervening variables that impact on an employee's intention whether or not to leave an organisation according to Martin Jnr. (1979)."*

▪ **A match in job responsibilities to total remuneration package (salary, bonus and incentives)** could be a factor contributing to job satisfaction. Same literature link as the previous bullet point (i.e. *"Pay is one of the determinants and intervening variables that impact on an employee's intention whether or not to leave an organisation according to Martin Jnr. (1979)."*

8.2.1.2   *Findings – Sub Category 2: Performance Appraisal and Feedback*

- **Regular feedback on performance could be a factor** contributing to Job Satisfaction of employees. Burmeister (2004) reports that one of the factors causing job dissatisfaction is insufficient feedback, and by implication it may be concluded that employees who receive sufficient feedback are happy in their jobs.

- **Managers who involve their employees in decisions that impact on their work performance** could be a factor contributing to job satisfaction. Organisational context is an important determinant of the job related attitudes of employees in terms of job involvement (Clinebell and Shadwick, 2005).

- **People rewarded for exceptional performance in teams** could be a factor contributing to job satisfaction. Reward is one of the nine *"hot buttons"* or *"predictors"* that need to be leveraged in order to have a positive influence on team motivation, employee engagement, employee motivation and retention of talent (Clayton, 2006).

- **Employees who perceive that their manager is willing to confront poor performance where necessary** could be a factor contributing to job satisfaction. Martin Jnr. (1979) found that distributive justice (fairness) is a determinant and intervening variable impacting on an employee's intention to leave an organisation.

- **A formal recognition process that is fair and recognizes the right people** could be a factor contributing to job satisfaction. One factor contributing to job dissatisfaction is insufficient recognition for work performed (Burmeister, 2004). Same literature link as a previous bullet point *("Distributive justice (fairness) is a determinant and intervening variable impacting on an employee's intention to leave an organisation (Martin Jnr, 1979)."*

8.2.1.3   Findings – Sub Category 3: Work Context and Working Environment

- **Communication with staff** could be a factor contributing to job satisfaction of employees. Burmeister (2004) found that communication within an organisation is a determinant and intervening variable that impacts on an employee's intention whether or not to leave an organisation.

- **Employees who are satisfied that their manager shows respect for the cultural differences of people reporting to him/her** could be a factor contributing to job satisfaction of employees. One of the 'push' factors that plays a role in an employee's decision to leave an organisation is culture clash and hostility at work (Cruz, 2006).

8.2.1.4   Findings – Sub Category 4: Opportunities for Promotion

- **Internal appointments made in a fair manner** could be a factor contributing to job satisfaction of employees. Martin Jnr. (1979) found that distributive justice (fairness), upward mobility and opportunity for growth were all determinants and intervening variables impacting on an employee's intention whether or not to leave an organisation.

8.2.1.5   Findings – Sub Category 5: Leadership

- **Support and caring for people** could be a factor contributing to job satisfaction of employees. Farrell (1983) cites poor work/life balance as a factor contributing to job dissatisfaction. One of the ways in which management supports and cares for its people is through encouraging a work/life balance.

- **Employees who are happy with the people appointed in leadership positions** could be a factor contributing to job satisfaction of employees. Transformational leadership is positively related to organisational commitment and job satisfaction, which can lead to employee retention (Walumbwa, et al., 2004). Burmeister (2004) has found that one of the factors causing low job

satisfaction is an employee's perception of ineffective leadership within the organisation.

- **Employees who are satisfied that leadership of the Region inspires them to do their best work every day** could be a factor contributing to job satisfaction of employees. The same literature link as the previous bullet point.

8.2.1.6 Findings – Sub Category 6: Indicators of Job Satisfaction

- **Employees that rarely think about leaving** is an indication of job satisfaction. The Unfolding Model Path developed by Mitchell, et al. (2001) theorizes five decision paths followed by an employee in reaching the decision to leave an organisation. The five decision paths being Path 1 "following a plan", Path 2 "leaving without a plan", Path 3 "leaving for something better", Path 4A "leaving an unsatisfying job without alternatives" and Path 4B "leaving an unsatisfying job with alternatives".

- **Employees who would tell others great things about working is** an indication of job satisfaction. No literature link, but merely a common behavior in people that are happy with a particular situation (e.g. work, family, being in love).

- **A good atmosphere could** be a factor contributing to job satisfaction of employees. Afolabi (no date) and Walumbwa, et al (2004) found that if the organisational climate was favorable, job satisfaction of employees increased.

This concludes the summary of findings from the qualitative analysis of the 28 Job Satisfaction questions. The next section presents summary of findings from the qualitative analysis of the 13 Talent Management questions.

8.2.2 Summary Of Findings - Qualitative Analysis Of Talent Management

This section presents summaries of findings from the qualitative analysis of the 13 questions posed to the 16 respondents in terms of the Talent Management

theme of this study. There are 5 sub categories within this theme; motivation for superior performance, training and development, job enrichment (variety of jobs), performance reviews and attraction of talent (and opportunities for promotion). Findings in each sub category are presented in bullet points with a link to existing literature from Chapters 2,3 and 4.

8.2.2.1   Findings – Sub Category 1: Motivation for Superior Performance

- **Employees who are satisfied that their manager values their input, ideas and suggestions** could be a factor contributing to talent management. Hattingh, et al. (2005) found that one of the internal influences, contexts and rationales for mentoring was the attraction and retention of best employees in the war for talent. The importance of mentoring in this context is that it shows future recruits and current employees in organisations that their contribution to that organisation is valued and recognised.

8.2.2.2   Findings – Sub Category 2: Training And Development

- **Employees who are satisfied that their manager has spoken to them about their career plan in the last twelve months** could be a factor contributing to talent management. One of the components in an integrated talent management model successfully implemented at Vodacom SA is effective HR processes that help line managers with talent management in the form of performance and career management (Ndlovu, 2005/06)
- **Feeling empowered to take responsibility for personal development** could be a factor contributing to talent management. A study in China found that one of the reasons employees cited for not leaving their employer was talent management in the form of personal development opportunities ('Tips for Attracting and Retaining Talent, 2006).
- **Managers of employees who are responsive to their training and development needs** could be a factor contributing to talent management. Same literature link as the previous bullet point.

8.2.2.3   *Findings – Sub Category 3: Job Enrichment (Variety Of Jobs)*

- **Jobs that give employees the opportunity to excel at what they are best at** could be a factor contributing to talent management. Talent management strategies must cater for what matters most to employees and specifically deployment onto work assignments that demand use of their skills and fuel passion and connection to a greater group of other employees (Athey, 2006).

- **Respondents who do not have the opportunity to work in a variety of roles and jobs could** be a factor contributing to talent management of employees. Job enrichment is one strategy to overcome job dissatisfaction as the more challenging a job is; the more the environment for a satisfied employee is created (Burmeister, 2004; Bajpai and Srivastava, 2004).

8.2.2.4   *Findings – Sub Category 4: Performance Reviews*

- **Employees who are motivated to achieve their performance goals/targets** could be a factor contributing to talent management. Talent management strategies can motivate employees and generate stronger commitment to the organisation (Athey, 2006).

8.2.2.5   *Findings – Sub Category 5: Attraction Of Talent (And Opportunities For Promotion)*

- **Attraction of highly talented people** could be a factor contributing to talent management. Selecting and recruiting talented performers using structured interviews is one successful strategy of employee retention. Retention of talent is important, as talent is a powerful driving force in business success. Effective talent management is essential to achieving organisational excellence (Lunn, 1995; Mucha, 2004; Gandz, 2006; Barlow, 2006).

This concludes the summary of findings from the qualitative analysis of the 13 Talent Management questions. The next section presents summary of findings from the qualitative analysis of the 13 Employee Retention questions.

8.2.3 Summary Of Findings - Qualitative Analysis Of Employee Retention

This section presents summaries of findings from the qualitative analysis of the 13 questions posed to the 16 respondents in terms of the Employee Retention theme of this study. There are 3 sub categories within this theme; leadership, employment equity and equal opportunity and influence of manager (direct superior). Findings in each sub category are presented in bullet points with a link to existing literature from Chapters 2,3 and 4.

8.2.3.1 Findings – Sub Category 1: Leadership

- **Where management provides clear direction for its staff**, this could be a factor contributing to employee retention. Workplace context is key in retaining employees and one dynamic creating this context is information shared (Clayton, 2006; Clinebell and Shadwick, 2005).

- **Confidence in leadership to lead positively into the future** could be a factor contributing to employee retention. Factors contributing to job dissatisfaction leading to employees leaving organisations include concerns that existing management may not be able to effectively lead the organisation (Burmeister, 2004).

- **Employees respecting leadership** could be a factor contributing to employee retention. Transformational leadership is positively related to organisational commitment and job satisfaction, which can lead to employee retention (Walumbwa, et al., 2004).

- **Employees who are happy that leadership is contributing to success of an organisation** could be a factor contributing to employee retention. Transformational leadership is positively related to organisational commitment and job satisfaction, which can lead to employee retention (Walumbwa, et al., 2004). Burmeister (2004) has found that one of the factors causing low job

satisfaction is an employee's perception of ineffective leadership within the organisation.

8.2.3.2 Findings – Sub Category 2: Employment Equity And Equal Opportunity

- **A well-managed and successfully implemented Employment Equity process** could be a factor contributing to employee retention. A study in SA found that between 2002 and 2006 retention of black employees fell due a dominant white male culture, very slow progress in achieving employment equity ("EE") at managerial level, inconsistencies in progress between departments, top management not committing to EE seriously and the sense that black employees felt their recruitment was a token appointments due to the fact that they were not given meaningful decision making authority (Booysen, 2007; Cruz, 2006).

8.2.3.3 Findings – Sub Category 3: Influence Of Manager (Direct Superior)

- **Managers that make decisions timeously** could be a factor contributing to employee retention. Employees in SA value manager integrity and quality, empowerment and responsibility (Birt, *et al.*, 2004: 27) and one way in which these attributes are given effect is in making timeous decisions.

- **Trust between employees and their manager** could be a factor contributing to employee retention. In a SA study, Martins and von der Ohe (2002) believe trust in a corporate relationship plays a role where employers are expected to attract, retain and motivate employees.

- **Respect and care for employees by managers** could be a factor contributing to employee retention. Herman and Gioia-Herman (2001) suggest that two strategies that could be followed in order to attract and retain talented employees are creative approaches such as remembering special occasions (e.g. giving employees free lunch and movie tickets on their birthday) and childcare facilities for parent employees at the business premises, paid for, or at least

subsidized in part, by the employer. These are practical acts of respect and caring for employees.

- **Managers making high-quality decisions** could be a factor contributing to employee retention. Employees in SA value manager integrity and quality, empowerment and responsibility (Birt, et al., 2004: 27) and one way in which these attributes are given effect is in making timeous decisions.

- **Managers supporting personal development of employees so that they reach their full potential** could be a factor contributing to employee retention. A study in China found that one of the reasons employees cited for not leaving their employer was talent management in the form of personal development opportunities ('Tips for Attracting and Retaining Talent, 2006).

This concludes summaries of findings from the qualitative analysis of the 54 questions posed to the 16 respondents arranged into the three main themes of this study with sub categories within each of the main themes.

The next section of the Chapter presents conclusions based on these findings.

8.3   Conclusions

This section of the Chapter puts forward conclusions drawn from the study.

High turnover in employees is related to low job satisfaction (Farrell, 1983) and it is not possible to specifically determine the factors causing job dissatisfaction in employees due to their individual perspectives and personal bias (Burmeister, 2004). Recruiting and retaining productive employees is a major problem for many employers both locally and internationally and losing employees costs a business directly and indirectly. It causes instability in the workforce, results in reduced productive efficiency, lower effectiveness, leads to a loss of customers and results in low employee morale (Herman and Gioia-Herman, 2001).

One of the primary reasons that employees leave their current employer is better compensation from the new employer, however talent management in the form of

personal development opportunities, opportunities for employees to use their skills and good career opportunities are important factors influencing an employee's decision to stay (*'Tips for Attracting and Retaining Talent,* 2006).

Factors contributing to a cumulative process of job dissatisfaction include perceptions of job inflexibility and control, employees feeling overworked, excessive workloads, concerns that existing management may not be able to effectively lead the organisation, lack of challenging work, not enough recognition for work performed and a poor work/life balance (Burmeister, 2004). The above mentioned factors are by no means exhaustive and it should not be forgotten that seemingly unimportant small issues can contribute greatly to an increase in job dissatisfaction such as lack of parking space for all employees, low quality tea or coffee, shortage of adequate bathroom supplies and facilities, fruitless meetings and fellow employees with a stated intention to be career bureaucrats (Burmeister, 2004).

Style of leadership plays an important role in affecting the level of job satisfaction. A more democratic style of leadership leads to better job satisfaction than a more autocratic leadership style (Bajpai and Srivastava, 2004). Job stress is also a major contributor to voluntary employee turnover as well as negative behaviour by employees feeling stressed at work (Harris, James & Boonthanom, 2005; Harris, *et al.*, 2005). Transformational leadership is positively related to organisational commitment and job satisfaction and negatively related to job and work withdrawal (Walumbwa, *et al.,* 2004: 515).

Effective talent management is essential to achieving organisational excellence and a focus of successful talent management is aligning the performance appraisal process with creation of a means and process to identify the potential of employees to progress to more senior levels in an organisation (Mucha, 2004). Talent is the driving force for business success, most important in times of economic downturns when businesses need to acquire and leverage talent differently in order to thrive in the best and worst of times (Mucha, 2004).

Recruiting the most talented employees may not be the best strategy for effective talent management as high fliers tend to leave organisations more quickly thereby generating significant employee turnover costs (Beal, 2005). Only a few organisations tend to recruit bright people, develop them and then also do all they can possibly do to retain them. Most organisations perform only the first two activities and don't focus on retaining employees (Beal, 2005). Talent development is a more complex activity than many people responsible for HR in organisations realise (Barlow, 2006).

Business leaders are increasingly acknowledging that talent does matter, but finding it difficult to measure precisely how valuable talent is (Doman, Glucksman, Tu and Warren, 2000). Careful attention needs to be paid to recruitment and development of executive management to ensure organisational success. Instead of focusing on planning for replacements, succession planning needs to include a more comprehensive array of employee assessment and development practises that are able to support the pipeline of talent in an organisation (Kelser, 2002). Talent management is one of three elements of a comprehensive leadership-management process to retain employees. The other two elements are strategic planning and continuous correct deployment of employees (*The "where" not "how" of leadership',* 2004).

There are similarities between the reasons why employees in SA and the US leave organisations of their own accord (Cruz, 2006). In SA there is a significant disconnect between what young, talented black employees want from their employer and what most corporate employers were offering leading to the damaging culture of 'job hopping' (Cruz, 2006). Money hardly played a role in the decisions of 65 percent of black employees that changed jobs at least once out of the three preceding years. Rather, 'push' or 'pull' factors influenced the employee's decision such as culture clash and/or hostility at work and/or lack of recognition and the spirit of being an entrepreneur and personal growth/new challenge (Cruz, 2006). Local research has found that the top five variables impacting on talent retention in SA are challenging and meaningful work, advancement opportunities, manager integrity and quality, empowerment and responsibility and new opportunities/challenges (Birt, et al., 2004). Talent and

knowledge management are linked and together form an important source of competitive advantage in the SA context and talent management should be a strategic business priority in order to retain employees for sustainable competitive advantage (Birt, *et al.,* 2004).

Coaching and mentoring are fast becoming business tools of the 21st century (Meyer and Fourie, 2004). Mentors enhance and can ensure the professional development and success of talented newcomers to organisations. Contributing to employee retention and harnessing the full potential and talents of employees are typical benefits of coaching and mentoring (Meyer and Fourie, 2004; Hattingh, *et al.*, 2005; Clutterbuck, 2005). One of the internal influences, contexts and rationales for mentoring is the attraction and retention of best employees in the war for talent. The importance of mentoring in this context is that it shows future recruits and current employees in organisations that their contribution to that organisation is valued and recognised (Hattingh, *et al.*, 2005).

Internationally, management of talent has become more important to a greater number of organisations than it ever used to be due and high employee turnover in the first few months after joining a new organisation ('The Battle for brain power: A survey of talent', 2006). It is evident that a shift in the balance of power has occurred away from organisations to employees, particularly among young and talented employees (Helgesen, 2001; Birt, *et al.,* 2004).

HR personnel can have a positive impact on the value of an organisation through effective talent management by way of performance management, succession planning/decision analytics, targeted selection/talent reviews, development planning and support, career development, workforce planning and recruiting. The key factor enabling HR personnel to add value to an organisation is by making the link between people and profits and then translating business goals into workforce needs (Farley, 2005).

Ignoring the problem of employee turnover is risky and reluctance by employers to invest resources in order to retain productive talent doesn't help matters. Despite this, many employers aren't willing to do something practical about it due

to the perception that efforts to counter the problem don't make a meaningful impact and employees leave the business anyway (Herman and Gioia-Herman, 2001). Despite findings confirming that employees reach a decision to leave their current employer for something better, the leaving process remains a very complex process (Mitchell, *et al,* 2001).

Job satisfaction of employees in the case study was a function of remuneration, performance appraisal and feedback, work context and working environment and the affect of leadership. Talent Management of employees in the case study was a function of motivation for superior performance, training and development, job enrichment (variety of jobs), performance reviews and attraction of talent (and opportunities for promotion). Employee Retention of employees in the case study was a function of leadership, employment equity and equal opportunity, and influence of manager (direct superior). All these factors are supported by existing findings both locally and aboard.

The general conclusion of this report is that talent management in the role of employee retention cannot be seen in isolation. It needs to be considered along with factors influencing job satisfaction and employee retention. Results from the study indicate that organisations need to focus on all the above factors of job satisfaction, talent management and employee retention to address voluntary employee turnover in order to curtail the drain of talent from their organisations. These strategies should achieve outcomes such as preservation of sustainable competitive advantage, better motivated and effective employees generating better business results and an increase in value of the organisation as a whole.

That ends conclusions drawn from the study. The final section in this report is recommendations based on the conclusions drawn.

8.4   Recommendations

Recommendations from the study are presented firstly to industry and then recommendations for further research.

8.4.1 Recommendations to industry

Organisations that wish to curtail the drain of talent, increase job satisfaction to have better motivated and effective employees generating better business results need to take practical steps to address these challenges. These strategies should increase value of the organisation and preserve its sustainable competitive advantage.

Strategies to achieve the above should include the following:

- Practical efforts to reduce employees' experience of job inflexibility and control through delegation of certain duties together with the necessary authority (without compromising on processes in the organisation).
- Improve the work/life balance of employees by:
  - o Reducing excessive workloads on employees through work-studies to more effectively allocate resources to achieve organisational goals.
  - o Address employees' concerns that existing leadership and management may not be able to effectively lead the organisation by way of more creative communication of actions taken by executive management to achieve its goals,
  - o Enrichment of employees' jobs by way of delegating more challenging work as far as possible without negatively impacting on organisational value.
  - o Encouraging all levels of management to give tangible and intangible recognition for superior work performed.
- Consider improvements in seemingly unimportant small issues such as parking space for all employees, better quality refreshments such as tea or coffee, improvement of bathroom supplies and facilities, reducing fruitless meetings and not entertaining employees with a stated intention to be career bureaucrats.
- Consider more group tasks involving interdependence with other groups thus increasing the feeling of belonging and organized effort among employees to increase the level of job satisfaction.

- Conduct structured interviews to find talented performers from applicants displaying essential talent characteristics.

- Revisit the current approach to learning and development in organisations and stop seeing learning and development as an intervention to change personality characters employees or a tool for solving organisational problems. Rather use learning and development as a means to develop skills of talented performers.

- Implement effective succession planning that integrates talent management with strategic planning of the organisation and anticipates changes in management.

- Attempt as far as possible to ensure that employees are in positions where they perform work they enjoy doing, work they do well, and work the organisation needs done.

- Ensure the following components are present for an integrated talent management model:
    - Commitment by executive management to talent management,
    - Managers must have basic HR management skills,
    - Talent management is to be a key performance requirement for all managers,
    - Effective HR processes that help line managers with talent management (e.g. performance and career management),
    - Dovetailing of the talent management model with the organisation's brand,
    - Successful recruitment and retention of talented performers,
    - Performance motivation of talented performers, and
    - Succession development using a system of pooling talent.

- Promote coaching and mentoring in the organisation to ensure professional development and success of talented existing and new employees.

- Instill a high performance culture in employees by way of performance management, succession planning analytics, targeted selection and talent reviews, development planning and support, career development and better workforce planning and recruiting.

- Consider creative approaches such as:
  - Remembering special occasions (e.g. giving employees free lunch and movie tickets on their birthday),
  - Giving employees a cash bonus to spend on a month-long holiday arranged by the employer,
  - Childcare facilities for parent employees at the business premises, paid for, or at least subsidized in part, by the employer.
- Make talent management a strategic business priority for sustainable competitive advantage.
- Address voluntary departures by black employees by considering the impact of a dominant white male culture in the organisation that excludes black employees, speed up progress in achieving employment equity ("EE") at managerial level, reduce inconsistencies in progress between departments, obtain top management commitment to EE (instead of merely paying lip service) and change the sense that black employees feel their recruitment is a token appointment by giving them meaningful decision making authority.

8.4.2 Recommendations for further research

Further research is suggested regarding the role talent management plays in employee retention as results from the case study in this report in isolation cannot drawn any firm conclusions. Further research in this topic is encouraged to determine if more specific strategies could be developed in order to curtail the drain of talent from organisations and the impact these strategies would have on job satisfaction and employee retention. These strategies will contribute to a more sustainable competitive advantage in organisations, better motivated and effective employees generating better business results and an increase in value of the organisation as a whole.

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APPENDICES

Annexure 1: Questionnaire for Nedbank to determine the role Talent Management plays in the Role of Employee Retention

Annexure 2: Email sent to respondents on 21/09/2007 by the researcher containing the Questionnaire for Nedbank to determine the role Talent Management plays in the Role of Employee Retention.

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ANNEXURE 1

Questionnaire for Nedbank to determine the role Talent Management

plays in the Role of Employee Retention

Questionnaire for The Nedbank Survey to determine the role Talent Management Plays in Employee Retention

This survey is designed to measure your perceptions on a number of different dimensions relating to job satisfaction, talent management and employee retention. Information gathered from this survey will be used in a Research Report entitled *"Talent Management in the Role of Employee Retention"* presented to the Graduate School of Business Leadership (University of South Africa) in partial fulfilment of the requirements for the MASTERS DEGREE IN BUSINESS LEADERSHIP, UNIVERSITY OF SOUTH AFRICA by S N TANTON (Student No. 70792666)

The survey questionnaire should take you no longer than approximately 15 minutes to complete and your responses are seen as completely anonymous. The data will be used for research purposes only. It consists of 2 sections. Section A is your personal information and Section B asks you to consider statements relating to the survey. Read the statements carefully and decide whether you agree or disagree with each statement and mark your answer on the applicable scale. I'm interested in your honest response. There are no correct or incorrect answers.

Thank you for your participation.

DEFINITIONS:
- "Employment Equity": promotion of equal opportunity and fair treatment in employment through the elimination of unfair discrimination
- "Leadership": all members of the Regional Operating Committee (RopCo) of this Region
- "Management": all members of the Regional Operating Committee (RopCo) of this Region
- "Manager": the person/supervisor you directly report to
- "This Region": Nedbank Regional Office.

Section A

1 Gender

Your gender is

Male	1
Female	2

2 Cultural Group

Please indicate your cultural grouping from the following list

Afrikaans	1
English	2
Black African	3
Coloured	5
Indian	6
Other (specify)	7

3 Length of service in this Region

Please indicate your length of service in this Region

0 - 1 year	1
2 – 5 years	2
6 – 10 years	3
10 – 20 years	4
20+ years	5

4 Length of service in your current position in this Region

Please indicate your length of service in your current position

0 - 1 year	1
2 – 5 years	2
6 – 10 years	3
10 – 20 years	4
20+ years	5

5   Age

Please indicate your age

18 – 20 years	1
21 – 30 years	2
31 – 40 years	3
41 – 50 years	4
50+ years	5

6   Education

Please indicate your highest level of tertiary qualification

Matric/Gr12	1
Undergraduate degree/diploma	2
Honours	3
Masters	4
Doctorate	5

6   Occupation/seniority

Please indicate your seniority by way of earnings range

OTHER	Zero	R181 590	1
JUNIOR	R181 591	R302 652	2
MIDDLE	R302 653	R544 773	3
SENIOR	R544 774	Unlimited	4
CONTRACT WORKER	Unlimited	Unlimited	5

Section B

I am going to make a statement and I need you to select one of the following options, by circling/crossing it as indicated in the example.

Strongly Agree	1
Agree	2
	(3)
Neither agree nor disagree	
Disagree	4
Strongly disagree	5

1   This Region's culture allows staff to support its strategy

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

2   I receive regular feedback on my performance

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

Management in this Region motivates me to contribute more than is normally required to
3   complete my work

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

1   This Region's culture allows staff to support its strategy

4   My manager values my input, ideas and suggestions

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

5   There is a good atmosphere in this Region

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

6   My manager has spoken to me about my career plan in the last twelve months

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

Advertisements of vacancies (externally e.g. newspapers and internally e.g. Jobs on Offer)
7   are carried out in a fair manner in this Region

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

8   My manager provides me with all the means to do my work effectively

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

9   My manager makes decisions timeously

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

10   This Region's culture and values help to retain staff

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

11   Communication with staff in this Region is adequate

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

12   I trust my manager

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

13   My team in this Region is optimally staffed to service clients

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

Succession planning and talent management are implemented successfully in this Region to
14   advance staff

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

15   Management in this Region provides clear direction for its staff

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

16   My manager respects and cares about me

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

17   My manager makes high-quality decisions

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

18   People I work with are highly motivated

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

19   In this Region, I feel empowered to take responsibility for my personal development

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

20   Staff in this Region have sufficient authority to make decisions

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

In this Region all staff with the same responsibilities / accountabilities receive the same
21   benefits

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

I have confidence that the leadership in this Region will lead the Region positively into the
22   future

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

23   My manager supports my personal development so that I can reach my full potential

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

24   Management in this Region supports and cares for its people

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

25   I am motivated to achieve my performance goals/targets

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

26   My manager is responsive to my training and development needs

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

27 Internal appointments in this Region are made in a fair manner

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

28   This Region's strategy for 2007 has been clearly communicated by the leadership

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

29   My job gives me the opportunity to excel at what I am best at

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

30   Good work is acknowledged in this Region

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

31   This Region attracts highly talented people

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

32   I am happy with the people that this Region has appointed in leadership positions

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

33   It would take a lot to get me to leave this Region

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

34   The leadership of this Region inspire and motivate me

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

35   My work is interesting and challenging

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

36   My manager supports and encourages a work life balance

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

37   My total remuneration package (salary, bonus and incentives) is market related

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

The performance review process provides me with accurate information about my strengths,
38   weaknesses and development areas

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

39   My manager involves me in decisions that impact on my work performance

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

40   My total remuneration package (salary, bonus and incentives) matches my job responsibilities

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

41   Leadership of this Region inspires me to do my best work every day

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

42   I have an equal opportunity to access career opportunities in this Region

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

43   I respect the leadership of this Region

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

44 In this Region, the Employment Equity process is well managed and successfully implemented

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

45 I have the opportunity to work in a variety of roles and jobs in this Region

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

46 In my team, people are rewarded for exceptional performance

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

47 My manager shows respect for the cultural differences of people reporting to him / her

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

48   I rarely think about leaving this Region to work somewhere else

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

49   The leadership of this Region are contributing to the success of the Region

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

50   My manager is willing to confront poor performance where necessary

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

51   We work in a comfortable physical working environment e.g. offices, décor, access to toilets etc.

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

52   I have sufficient opportunity to attend training

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

53   The formal recognition process is fair and recognizes the right people

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

54   Given the opportunity, I tell others great things about working here

Strongly Agree	1
Agree	2
Neither agree nor disagree	3
Disagree	4
Strongly disagree	5

This is the end of the questionnaire. Thank you for your participation in this survey.

SOURCE: ADAPTED FROM NEDBANK GROUP STAFF SURVEY (AUGUST 2007)

ANNEXURE 2

Email sent to respondents on 21/09/2007 by the researcher containing the Questionnaire for Nedbank to determine the role Talent Management plays in the Role of Employee Retention.

Tanton, S. (Stephen)

From:	Tanton, S. (Stephen)
Sent:	21 September 2007 06:28
To:	Bowes, O. (Owain) (NFP); 'Du Plessis, J. (Johanna)'; Lock, N. (Neil) (NFP); 'Molefe, M. (Mothusi)'; 'Nel, K. (Kobie)'; 'Pienaar, L. (Liesl)'; 'Gouws, M. (Marianne)'; 'Harrison, P. (Peter)'; 'Leppan, R. (Ray)'; 'Manning, C. (Christina)'; 'van Staden, R. (Rocky)'; 'Adams, I. (Isabel)'; 'Coetzee, C. (Charlotte)'; 'De Kock, M. (Martha)'; 'De Lange, S. (Sharmaine)'; 'Diutlwileng, S. (Segomotsi)'; 'Du Toit, S. (Sarie)'; 'Jonck, R. (Ronel)'; 'Maselela, A. (Abbey)'; 'Mashamaite, N. (Nthabiseng Flora)'; 'Mini, N. (Ntombi)'; 'Mkwanazi, M. (Mkhulu)'; 'Mosehle, H. (Honey)'; 'Msibi, M. (Mary)'; 'Pienaar, E. (Elsa)'; 'Pillay, A. (Arlene)'; 'Sakwe, T. (Thando)'; 'Sithole, S. (Sibusiso)'; 'Tshabalala, R. (Refilwe)'; 'Van Der Steenhoven, H. (Hannelie)'; 'Van Der Westhuizen, V. (Valerie)'; 'Van Zyl, J. (Jacobus)'; 'Bosman, H. (Hein)'; 'Fivaz, I. (Ian)'; 'Singh, R. (Rakesh)'; 'Siwela, P. (Paul)'; 'Spies, C. (Charl)'; 'Tampane, L. (Loveous)'; 'Van Der Hoven, A. (Annelie)'; 'Zeelie, A. (Andrew)'; 'Maniram, J. (Jane)'; 'Molahlegi, F. (Francina)'; 'Sutherland, E. (Estelle)'; 'Van Staden, E. (Emarencia)'; 'Nel, T. (Tinus)'; 'Nemutandani, M. (Mpho)'; 'Sanker, P. (Pimla)'; 'Griesel, F. (Francious)'; 'Masombuka, J. (Jacob)'; 'Moodley, U. (Ugantha)'; 'Sioga, T. (Tshilidzi)'; 'Sutherland, A. (Altha-Jolene)'; 'Hunter, M. (Mark)'; Nagel, D. (Dana); Nortje, L. (Lea); 'Opperman, A. (Andries)'; 'Pershouse, D. (Dianne)'; Plaatjies, A. (Angelo); Van Sittert, I. (Issie); 'Maritz, A. (Adele)'; Pelser, A. (Adéle); 'Van Eck, A. (Analien)'; 'Van Zyl, M. (Marisa)'; 'Knoetze, N. (Nealia)'; 'Niemand, C. (Charmain)'; Wermuth, C. (Christina); 'Davids, E. (Estelle)'; Rossouw, M. (Martie); Scheepers, M. (Maria); Van Der Merwe, R. (Reyna); 'Booysen, B. (Ben)'; 'Butler, A. (Arthur)'; 'Ndlovu, B. (Bajabulile)'; 'Saayman, H. (Hentie)'; 'Swanepoel, L. (Lourens)'; Terblanche, A. (Anneli); 'Aveling, J. (Joanita)'; 'Mapatjie, C. (Clifford)'; 'Nkuna, T. (Tshidi)'; 'van der Walt, R. (Riaan)'; 'De Jager, M. (Monica)'; 'Jansen Van Vuuren, G. (Gerrie)'; 'Maistry, S. (Sudeshan)'; 'Nienaber, M. (Monique)'; 'Watt, C. (Charles)'; 'Krishna, S. (Shaun)'; 'Kuhn, A. (Anne-Karien)'; 'Mtsweni, M. (Meshack)'; 'Naidu, M. (Moggie)'; 'Rudolph , G. (Gretchen)'; 'Botes, P. (Pieter)'; 'Edwards, A. (Anthony)'; 'Lengane, T. (Thabang)'; 'Smit, E. (Elize)'; 'Van Der Linde, H. (Hendrik)'; 'Van Rooyen, H. (Henry)'; 'Van Staden, V. (Vicky)'; 'Khunou, P. (Puleng)'; 'Maharaj, A. (Alushka)'; 'Mpanda, W. (William)'; 'Ndzonda, S. (Sonwabile)'; 'Scheepers, A. (Amelia)'; 'Botha, D. (Dirk)'; 'Lamprecht, M. (Marthinus)'; 'Maphalla, S. (Shawn)'; 'Botha, P. (Petro)(Pretoria)'; 'Lambrechts, D. (Danie)'; 'Lourens, H. (Hermina)'; Nel, L. (Luzane); 'Pretorius, H. (Herma)'; 'Van Coller, L. (Louise)'; 'Viljoen, D. (Dalena)'; 'Dell, J. (Jeanette)'; 'Jansen Van Rensburg, A. (Analia)'; 'Jooste, F. (Frans)'; 'Shandu, N. (Nozipho)'; 'Snyders, A. (Andre)'; 'Tempel, D. (Douwe)'; 'Botha, P. (Pieter)'; 'Henning, G. (Gerrit)'; 'Leyds, L. (Lucille)'; 'Pillay, M. (Mervyn)'; 'Riggien, D. (Dave)'; 'Sahadeo, A. (Anvitha)'; 'Du Plessis, J. (Joseph)'; 'O'Connor, S. (Shane)'; 'Olivier, J. (Johan)'; Pillay, M. (Mervyn); 'Brooks, P. (Patsy)'; 'Fourie, S. (Samantha)'; 'Truter, A. (Andre)'; 'Van Der Spuy, J. (Johan)'
Cc:	'Shabalala, S. (Sandile)'
Subject:	I need your help - Questionnaire for all staff in the Nedbank Pretoria and North West Region for MBL studies
Importance:	High
Attachments:	EDITED.Annexure 1 to MBL3 Draft Final Research Report 2007 - S N Tanton (70792666) 1.doc

Hi all

I'm sure you're all "surveyed out" by now, but I really need your help. ;->.

Attached to this email you will find a questionnaire for all staff in the Nedbank Pretoria and North West Region.

The survey contains 54 questions and is designed to measure your perceptions on a number of different

dimensions relating to job satisfaction, talent management and employee retention. Information gathered from the survey is required to complete my Research Report entitled *"Talent Management in the Role of Employee Retention'* which I will present to the Graduate School of Business Leadership (University of South Africa) in partial fulfilment of the final requirements for my Masters Degree In Business Leadership (MBL).

The questionnaire should take you no longer than approximately 15 minutes to complete and your responses are seen as completely anonymous. The data will be used for research purposes only.

Your response is voluntary.

If you wish to complete the survey, please:

1. Print the 17 page questionnaire.
2. Mark your answers boldly using with a cross/circle using a pen.
3. Drop the completed questionnaire in *"Steve's Post Box for completed questionnaires"* placed where all the post is sorted (behind Pieter Botha's office as you walk towards Business Banking Services) on or before close of business Friday, 28/09/2007 (i.e. 1 week from today). Staff in the North West segment, please ask your receptionists to scan completed survey's and email them to me. This will retain your anonymity.
4. I shall clear the box at 16:00 on Friday, 28/09/2007.

Thank you

Steve