

## **THE USE OF CAREER DEVELOPMENT PLANNING AS A STRATEGIC TOOL, A CASE STUDY WITHIN MTN SA.**

This Research Report is submitted as part of the requirements for the successful completion of the Masters in Business Administration (MBA) degree at the UNISA School of Business Leadership (SBL).

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**Date:** 02 May 2011

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# DECLARATION

## STATEMENT 1

I, Nomampondomise Belot declare that this research report is my own independent work, except as indicated in the references and acknowledgements.

## STATEMENT 2

This research report is being submitted in partial fulfillment of the requirements for the degree of Masters in Business Administration (MBA) at the UNISA School of Business Leadership

Signed\_ N.Belot\_\_\_\_\_

Date\_ 02 May 2011\_\_\_\_\_

## **DEDICATION**

I dedicate this report to my parents, Toto and Seipati Belot, who have always had a great belief in me and whose dreams of me achieving great things catapulted me into embarking on this journey. Over the years, they have deprived themselves of many things in order to provide me with the resources and support to pursue my goals. In summary, mama and tata you have always been and continue to be the wind beneath my wings and for that I'm eternally grateful.

To my partner, Trevor Ndobela, I don't think you realise the role that you've played in me successfully completing this degree. Through the ups and downs you were always standing by the sideline cheering for me and constantly reminding me to "keep my eyes on the prize." Thank you for that and thank you for allowing me the space and time to focus on my studies. I trust that you'll continue to fully support me as I reach for the stars.

To my many younger brothers, nephews, nieces and cousins, I had you in mind throughout my studies, hoping and praying that my successful completion of this degree will show you that anything is possible, provided that you want it hard enough. I also hope that through this you will see and appreciate the value of education.

## **ACKNOWLEDGEMENTS**

First and foremost, I would like to thank my heavenly father for blessing me with the means (physical, mental, emotional and financial) to complete this degree. I would have never done it without him carrying me on his shoulders, especially during the times when giving up seemed like the only option.

I would like to thank my supervisor Professor Kethamonie (Monie) Naidoo for dedicating her time to help me take what started out as unpolished idea into a well thought-through and structured research project. Her constant support, guidance and feedback , whether big or small, played a huge role in giving me the confidence to see this project to fruition.

I would also like to extend my gratitude to my managers and leaders at different levels for allowing me all the time I needed to attend to my academic commitments, as well as to all my colleagues at MTN who have contributed in various ways to this research project and my studies as a whole.

Last but not least, I would like to fully acknowledge my extended family and my friends whose unwavering support made this journey a little easier. Some of whom I haven't seen since I started this degree, but have continued to pray for me, send me well-wishes, etc. When faced with challenges such as in Financial Management and Accounting, I could call upon my Accountant friends and they would always make themselves available to assist.

I will surely have you all in mind when I finally have that certificate in my hand.

## **ABSTRACT**

This is a research report on a case study conducted on the use of career development planning tool. The case study was conducted within MTN SA, one of the two leading telecommunications companies in South Africa. The purpose of the study was to explore this in order to motivate for the adoption of career development planning as a strategic tool, shifting the paradigm from how it's currently viewed.

The thesis of the study is centered on the current ineffectiveness of career development planning and was further broken down into sub-problems that delve deeper into the different elements of career development planning. There were four objectives of the study, which aimed to answer the research problem.

Literature review was conducted on this topic in order to lay the foundation of the study through the understanding of what other researchers and authors have written about this topic. The literature raised a lot of pointers which were then used in developing the study.

A robust process was put in place for conducting the study, the process is discussed under chapter 3, which gives a detailed account of the nature of the study, sampling techniques and methods, data collection, measurement and analysis methods, etc. This research design served as blueprint of how the study were to be conducted.

Data was collected using survey and interview questionnaires and from these a lot of findings have emerged. Overall the key finding is that MTN needs to change the way it views career development planning from being operation to being strategic. If not for any other reasons and benefits that will be discussed in the report, for enablement of the implementation of the strategic pillar of "skills development" which has been listed under the vision statement as being important for taking MTN forward into the future.

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# **1. CHAPTER 1: BACKGROUND TO THE PROBLEM**

## **1.1. Introduction**

The advent of the technological era has benefited lot economies. For one, technology has largely increased the efficacy at which things are done, both from a business and personal point of view. According to the website [ictportal.org.za](http://ictportal.org.za), technology is the key enabler of social development globally especially in developing countries.

The phrase “Information Communication Technology” (ICT) which is also referred to as Information Technology (IT) has managed to encompass many aspects of computer technologies invented in the last couple of decades. The website; [itcentre.wordpress.com](http://itcentre.wordpress.com) 2008, states that IT has infiltrated many companies, both from a computer hardware and software point of view. According to the website, IT is completely responsible for how civilised the world has become and the corporate world as we know it today was only made possible by the kind of communication that the presence of IT has brought forward.

With the increasing number of new technologies forthcoming on a daily basis, it is important for employees in the IT sector to constantly re-educate themselves and learn new skills in order to survive these technological changes. This makes IT a very demanding field as it is always being developed and perfected. On the other hand, the fact that it’s constantly improving is what makes Information Technology (IT) such an appealing aspect to almost any business.

The growth of ICT in South Africa has largely been driven by the telecommunications industry, following the introduction of the Telecommunications Act in 1995, with mobile telecommunications playing an even bigger role. The industry is now reported to contribute 10% to Gross Domestic Product (GDP); this contribution is in conjunction with the transport and storage sector. ([southafrica.info](http://southafrica.info) 2009)



From a business point of view, one of the things that the dominance of ICT has led to is the homogenisation of products and services. This has especially affected industries that rely heavily on technology to deliver on their business objectives. Examples of such industries are Telecommunications, Medical and Financial Services, etc. If one looks at the Telecommunications industry as an example; its core offering is a network that enables consumers to make and receives calls. The challenge with this is that the core offering is the same for all the major players within that specific industry.

In the past, the “first-to-market” approach gave these companies a source of competitive advantage. One company could launch an innovative product that would take the competitor a considerable amount of time to duplicate, but ICT has narrowed this gap and competitors can now easily and quickly duplicate each other’s offerings. This has led to a homogenisation of the industry where products and services alone are no longer a point of differentiation or a source of competitive advantage.

MTN South Africa (SA), which is a telecommunications company, is also faced with this challenge. Therefore, to be able to compete and outsmart competitors, it’s becoming increasingly important for MTN SA to look at other points of differentiation and sources of competitive advantage. One such point of differentiation is its Human Resources. Human Resources are a source of competitive advantage that the competitors can not readily duplicate. They are readily available to MTN and are mostly loyal and committed to MTN and its vision. It’s now a matter of developing and deriving the maximum value out them, both for the benefit of MTN as well as their own individual benefit. This will then ensure that that they become strategic weapons for MTN against its competitors.

The aim of this chapter of the report is to provide an overview of the business research problem. The rest of this chapter will discuss the purpose of the study, provide the context of the study, followed by an overview of MTN SA - the organisation in which the research study was conducted. This will then be followed by a discussion of the

research problem, the problem statement and the objectives of the study and concludes with a brief discussion of the significance and value of this particular study for MTN SA.

## **1.2. Purpose of the study**

The purpose of this research study was to explore the concept of career development planning as a strategic tool within MTN SA. Understanding how career development planning is currently done within MTN SA, its strategic roles and benefits according to literature and identifying the areas of improvement would serve as a motivation for career development planning to be adopted as a strategic company tool by management.

## **1.3. The context of the study**

It is 1994 and so many changes are taking place in South Africa. There is so much excitement in the air; around the first democratic elections, preparations for South Africa to host its first Rugby World Cup after decades of being ousted from the world competition arena, and the hope of a rainbow-nation that it will bring. The eyes of the whole world are on South Africa and there's speculation around whether or not the country is able to host a successful World Cup. The success of this World Cup is not only expected to improve the country's image globally, but it's also expected to attract foreign investment.

From a telecommunications point of view, fixed telephone lines have been dominating for years, dating as far back as 1890 when the first line was installed in Johannesburg (Telkom.co.za 2011).

In 1991 a company called Telkom South Africa; the first company to provide fixed telephone lines, was launched and has dominated the telecommunications industry for many years, until a new player called Vodacom entered the market at this beginning of

this year. Vodacom is also a telecommunications company, but the difference between it and Telkom is that it provides mobile (also called cellular) telecommunications. This company presents the biggest threat to Telkom which has been the sole proprietor of the telecommunications market share since 1991.

Just as Vodacom is gaining momentum, enters another player called Mobile Telecommunications Network (MTN) SA. This player becomes Vodacom's biggest challenger as it also provides mobile telecommunications. At first there's skepticism in the business world around MTN as it seen as the smaller player. What Vodacom and the market overlooks is the excitement that's brewing for MTN SA amongst the lower and middle income segments of the market, due to the perception that MTN is more accessible. This is largely driven by its brand positioning.

The danger for Vodacom in this is that the majority of the South African population lies within this low to middle income segment. The South African government report estimates the population to be sitting at 40, 4 million, 77% of whom are estimated to be Black and about 9% coloureds who fall within this low to middle income bracket. (countrystudies.us 1994)

One of the first value propositions that MTN SA launches is prepaid billing (Pay as you Go) which gives MTN SA competitive advantage over Vodacom for a long time. Vodacom entered the Market through postpaid (contract) billing. The limitation with postpaid billing is that it's not accessible to the average South African because a consumer is required to produce proof of permanent employment, good credit history, in order to be granted a contract. Although this new democracy promises to change the current state of affairs, the majority of South Africans are unemployed and therefore not able to meet these requirements. The unemployment is reported to range from 31% up to 41% (ilo.org 1994) depending on the reporting source. This could easily be represented to mean that up to 41% of South Africans are not able to take out contracts with Vodacom. That's approximately 16.5 million customers if reported in absolute numbers. Therefore, it would be safe to say that MTN has now broken the barriers to

entry for the average South African with its prepaid billing value proposition (MTN Pay as you Go) which requires neither proof of permanent employment nor a credit history.

Fastforward to 2011, sixteen years later; Vodacom is still the market leader, but MTN SA's market share has grown to 36% and is reported to be dominating in the prepaid space, whilst Vodacom continues to dominate the postpaid space. On top of that, MTN has now added 23 more Operating Companies (OPCOs) in other countries in Africa and the Middle East (mtn.com 2011).

MTN SA's Annual Results for 2010 (mtn.com 2011) indicate that the company now has approximately 19 million customers, 83% of whom are prepaid customers and the company makes revenue averaging R34billion per annum.

The organisation has also performed well from a brand point of view. In fact 2010 was arguably MTN SA's best year to date as a brand because it won more Marketing awards that it has ever won due to its 2010 World sponsorship campaign. (mtn.co.za 2011)

The challenge now is that year 2010 has passed, the opportunities that were presented by the 2010 World Cup no longer exist and market dynamics have changed again, due to advancements in ICT. The two biggest challenges for MTN remain market saturation and product maturity. According to The South African Telecommunications Report Q1 2011, there are approximately 50, 4 million subscribers in South Africa as at the end of December 2010(Business Monitor International 2011). On the other hand, the South African mid-year population for 2010 was reported to be sitting at 49.99 million. (statssa.gov 2010). This therefore indicates a market penetration of 101%.

This market penetration has largely been driven by the entry of three additional players to the market, namely Cell C, Virgin Mobile and the latest entrant being 8ta Mobile which is powered by Telkom SA. Although these three markets combined still make up less than 15% market share (www.saarf.co.za), they pose a threat to both MTN and Vodacom as the bigger players, because this could result in Vodacom and MTN losing their customers to these players. Another contributing factor to such high levels of

market penetration is the concept of “multi-sims,” this is when an individual owns more than one Sim cards. In some cases, an individual would own more than Simcard from one operator or from different operators. Customers do this to simply reap the different benefits presented by the value propositions of the different companies.

The current market penetration and product saturation has led to a realisation by senior Management that it is important for MTN to fully develop its human resources. This is in order to take full advantage of the opportunities presented by the current market dynamics as well as to develop the agility needed to survive within the existing competitive landscape.

A report of a research study conducted on Career Development conducted by Right Management in 2009 (right.com 2009) states that in order to compete in today’s economy and outspint competitors, the full potential of employees need to be realized by employers in order to increase their value. According to the report, it is vital for organisations to include Career Development Planning as a part of the organizational strategy, thus turning it into a successful competitive tool.

## **1.4. Brief background to MTN SA**

MTN SA is a mobile telecommunication company that was launched in June 1994 in Johannesburg, South Africa. It was the second one to enter the market after Vodacom, following years of domination by fixed lines (land lines) provided by Telkom SA. Although it is a Proudly South African company and has a reported market share of 36% in South Africa, it has operations in 23 other countries in Africa and the middle-East, including Nigeria, Ghana, Swaziland, Uganda, Rwanda and Iran.

MTN SA's core offering is a telecommunications network that allows people to make and receive phone calls through their cellular phones. Although the majority of the company's revenue as reported in its 2010 Annual results (mtn.com 2010) comes from its voice offering, MTN has other peripheral products such as data, which allows people to access the Internet. MTN Data's contribution to the bottom line is not as large as its voice offering, but it has grown in 2010 from 2009 (mtn.com 2010).

MTN SA currently employs approximately 4600 employees on a permanent basis even though there are additional employees employed on a temporary and contractual basis. These employees operate from the various MTN SA's regional offices in the nine provinces; however the majority, approximately 3000 is based in the company's head office which is in Johannesburg.

The permanent employees within MTN SA are graded into different job levels. These job levels define the employees' scope of work, the salary bands in which they fall, span of authority, the different employee benefits they qualify for, etc.

The figure below depicts MTN SA's staff breakdown according to job levels:

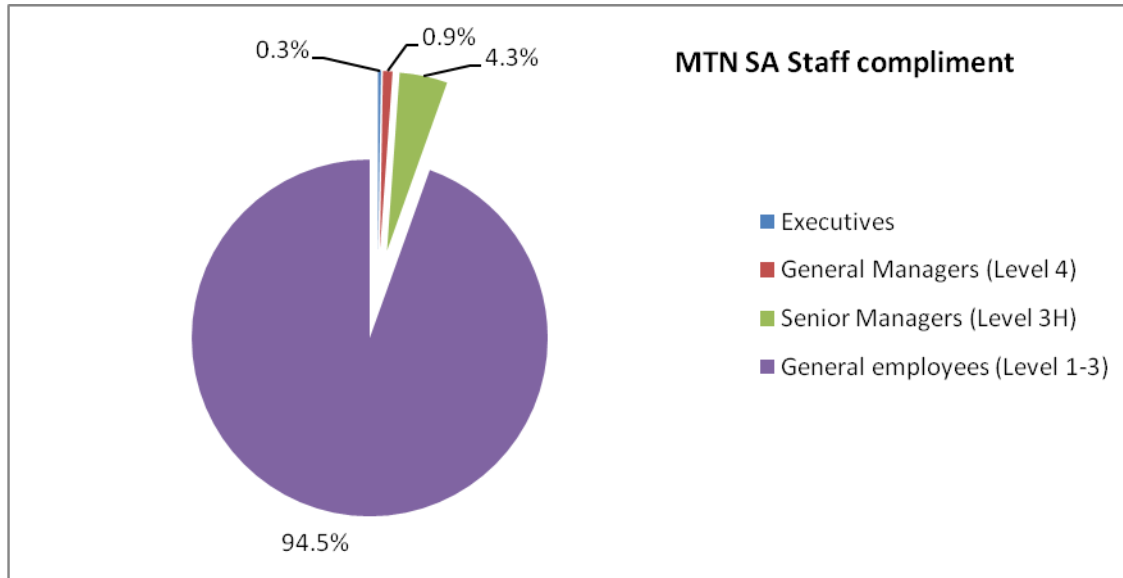


Figure 1.4.1: The breakdown of MTN employees by percentage and job level.

This figure indicates that 95% of employees are in entry level positions; assistants, coordinators, supervisors, specialists and junior management.

This is the biggest opportunity of skills development lies for MTN SA. According to the Learning and Development Manager within MTN SA ,Keshnie Pillay(2011), employee development within MTN SA has traditionally only been focused on Senior Managers (Level 3H) and upwards and this essentially means only 5% or so of the employees are currently being developed.

MTN's vision is to become the leading provider of telecommunications in the emerging markets. One of the three strategic pillars to achieve this is skills development and building intellectual capacity. It's clear then that human resources are going to play an important role in moving the company forward. Their ongoing development has therefore become increasingly important.

For the rest of this report MTN SA will be referred to as "MTN.

## 1.5. The research problem

According to Gills & Jackson (2002) a “research problem” can be fined as a situation, condition or even a circumstance that requires for a solution to be identified, described, explained or even predicted. They continue to mention that before any research can be conducted, the researcher needs to be clear and specific on what the actual problem is, why it’s a problem and how they intend to identify or predict the solution for it.

The first step to this is starting with a problem a statement.

The problem statement for this research study is defined as:

***“MTN SA is currently not effectively using career development planning as a strategic tool.”***

There are various components to this research problem and in order to simplify it, the researcher broke it down into sub-problems that aimed to delve into each component of the study. The researcher also took care to ensure that these sub-problems link directly to objectives of the study, which will be covered in the next section of the report.

The following is a list of the four sub-problems of the study:

**1.5.1. Sub-problem 1: The concept of career development planning within MTN SA.**

In order to make informed recommendations, the researcher needed to start by gaining an understanding of what is currently happening within MTN, from a career development planning point of view By so doing, the researcher could identify if there’s even a perceived need or value for strategic career development planning within MTN.

**1.5.2. Sub-problem 2: MTN SA employees’ perceptions on Career Development Planning.**



Do the different employees, at different job levels, within MTN SA have a similar perception of Career Development Planning?

This sub-problem was included in the study to enable the researcher to identify whether or not there are significant differences or similarities in staff and senior management's perceptions of career development planning and most importantly to determine whether these perceptions could have an impact on its effectiveness

**1.5.3. Sub-problem 4: The strategic roles and benefits of a Career Development Planning**

Are there strategic roles and benefits to Career Development Planning?

Buy-in from participants of any project is critical for the success of that project (Senge, 2000). There are various ways in which one can get buy-in, one of these ways is to sell the benefits of that specific project. If people see what value a certain project or program is likely to add in their lives, they are more likely to buy into it than if there's no perceived value.

**1.5.4. Sub-problem 3: The factors that enable and limit effective Career Development Planning.**

What are the five key factors that may enable or limit effective and strategic career development planning in generally and within MTN in particular?

The literature makes references to factors that enable or hinder effective career development planning within and organisation. This sub-problem was designed to identify whether or not those factors exist within MTN and whether or not the participants of the study share the same sentiments as literature.

This sub-problem was designed to identify if there are any strategic roles and benefits of career development planning from a literature point of view as well as perceived by the participants.

## **1.6. The objectives of the study**

The overall aim of this study was to investigate whether MTN SA can effectively use career development planning as a strategic tool. The input received from the participants of the study was analysed, interpreted and compared to the literature reviewed.

The four objectives of the study were:

- To explore of the concept of career development planning in general and within MTN.
  - This was done through the review of literature available on career development planning as well as through the survey conducted amongst MTN employees at different job levels.
- To investigate MTN employees' perceptions of career development planning.
  - This was done through interviews conducted with Senior Management as well as survey conducted amongst the staff
- To identify the key factors that may enable and those that may limit the effective use of career development planning.
  - The literature reviewed was used as the basis to identify the key factors and those key factors identified were tested against senior management and the staff.
- To identify the strategic roles and benefits of career development planning.
  - Similarly with this objective, the literature reviewed was used as the basis to identify the key factors and those key factors identified were tested against the participants.

## **1.7. The significance of this study**

MTN's vision is to become the leader in telecommunications in the emerging market. This vision has been translated into MTN's corporate strategy. Castern (2002) states that the success of a strategy depends on how the strategy is successfully translated into business strategies and in-turn tactical plans. Skills development has been identified as one of the business strategies to drive the corporate strategy and in turn the corporate vision. This research study is significant to MTN in that it' aims to show how career development planning can be used as a tool to develop employees skills. Career development planning is currently done such the focus is primarily on senior management, which may lead other staff to perceive that it's not relevant to them and thus not understand how it fits into the bigger organizational picture.

Career development is often viewed as a training and development tool. What this research report aimed to explore was the other strategic benefits of career development planning. These benefits will further demonstrate and motivate for the strategic adoption of career development planning within MTN SA.

On another level, the market dynamics currently impacting on the telecommunications are discussed in the preceding sections of this report. The two key ones are market saturation and product maturity. These simply require a new way of doing things; a new source of competitive advantage. Human resources have been identified as a source of competitive advantage, however in order for them to become a source of competitive advantage within this changing competitive landscape; they need to be developed on an ongoing basis. Career development planning provides that platform for ongoing skills development, only if it's done in a planned, deliberate, ongoing and strategic manner. The market is dynamic and one of the ways that MTN can remain competitive in such a dynamic market is by having a dynamic work-force that is able to respond to these changes, especially in a technology-driven sector such as telecommunications.

The researcher came across a lot of literature on career development planning; the challenge with this literature is that it appeared fragmented with focus only on specific issues, components and benefits of career development planning. Not only this, but the researcher also found that most of the literature available is not specific to the telecommunications sector. The researcher therefore embarked on this study in attempt to combine this literature and find a way to make it specific and relevant to a telecommunications industry, especially to MTN as the organisation of study.

As an employee of MTN, the researcher's observation of MTN is that it has an organisational culture that is a "task" culture.

One of the positive outcomes of this kind of culture for MTN has been that it has led to phenomenal growth in revenue and subscribers in the seventeen years of its existence. The shortcoming however, is that there has been little focus on human resources. This is because a task culture requires the focus to be on the rapid turnaround of tasks and projects. The researcher's assumption is also that MTN's growth strategy could have resulted in less focus human resources as the focus on expanding the company into other countries. MTN has done this well, but to the detriment of its employees. With this research study, the researcher also aimed to show how career development planning can serve as a tool not to detract from the "task at hand," but on the contrary, as a tool to help MTN deliver on its strategy.

## **1.8. The assumptions of the study**

In order to conduct the study within the scope and constraints that existed, the researcher made the following assumptions:

- The information provided by the Human Resources Department with regards to the number of employees, their breakdown according to job levels, the basis of their employment (permanent and temporary) was as correct and up-to-date as possible at the time of the study.

- The time constraints faced by General Managers and Executives required that the research study be conducted in the form of an interview for them, whilst questionnaires were sent to respondents in other job levels. This was to ensure that the researcher makes it more convenient for them to give their input.
- The fact that the sample of the study was made up of participants in senior managements as well as those who are not, necessitated slight tweaks in the questionnaires used in order to identify any similarities or differences that may exist within the different job levels.
- All the participants of the study had sufficient understanding of the concepts raised within the interviews and questionnaires to answers the questions asked.
- The length and structure of the questionnaires used were adequate and simple enough to get as much data as possible without resulting in respondent fatigue.
- The participants responded according to their most honest, non-bias view of career development planning within MTN.
- Although there were slight differences in the questionnaires used, the data received from both the questionnaires and interviews was similar enough for the data to be analysed and interpreted in a similar manner.
- The literature reviewed was relevant and sufficient for this study and dated enough to give a reflection of the scholars and authors' views on the topic.
- The questions included in the questionnaires are relevant to the sub-problems that they relate to and sufficient for the purpose of the study.

## **2. CHAPTER 2: PROBLEM REVIEW AND ANALYSIS**

### **2.1. Introduction**

A number of emerging themes have been identified namely “market saturation” “product maturity,” “strategy,” ‘competitive advantage” and career development. What these themed showed is that market dynamics have changed.

The researcher therefore decided to undertake a study that will add value to MTN by showing that MTN can use Career Development Planning as a strategic and holistic to not only manage talent, but to also increase productivity, to build an agile workforce and to create a unique source of competitive advantage that may be more challenging for the other competitors to duplicate.

The aim of this section of the report is to analyse the five identified key themes using relevant business models and theories, in order to build a business case for career development planning

### **2.2. Analysing “market saturation”**

Market saturation is essentially a point at which a market is no longer generating new demand for a firm's products largely caused by the intensity of competition within the market, decreased need for the product or service, obsolescence, or some other contributing factor (Stapleton, 2007). The only way for a company to overcome market saturation is either by offering an improvement to that product or offers a different product all together.

Porter’s “five forces of competition” model (Porter, 1998) was selected as the model to analyse this concept of market saturation. Porter (1998) states that there are five forces

that determine the structure of competition within an industry and based on these a company can determine how appealing and profitable that industry is.

The figure diagram below shows how these five forces can be depicted:

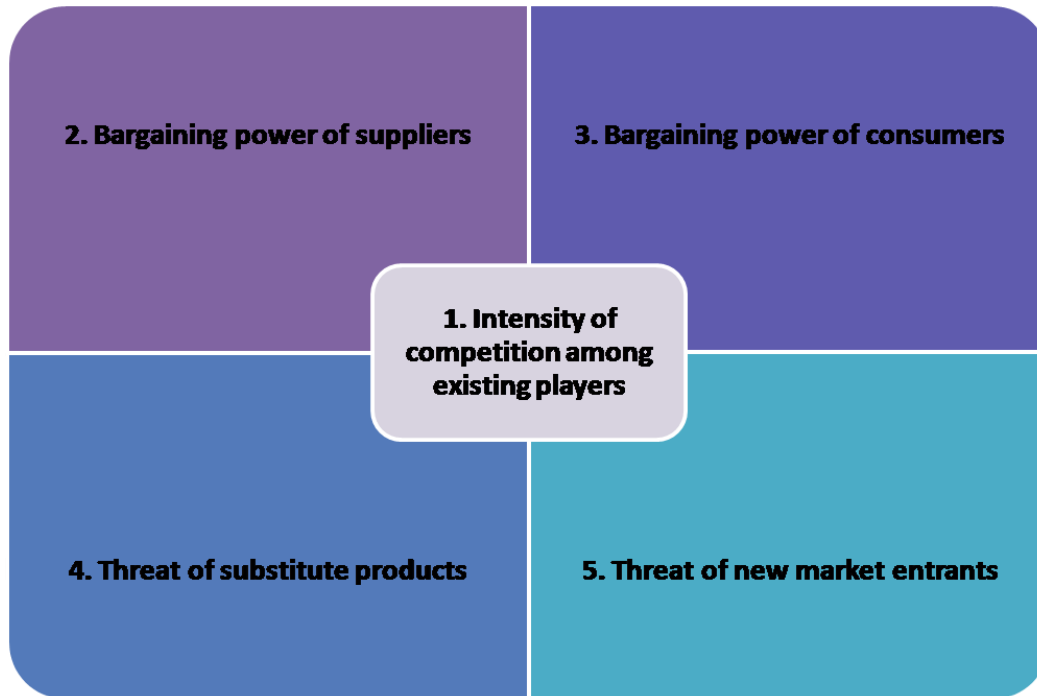


Figure 5.5.1.: Porter's five forces of competition model

Of the five forces shown in the figure above, the one that currently presents the biggest particular challenge for MTN in the context of this study is "the intensity of competition amongst players" force.

In the last 10 years, 3 new players have entered the market after Vodacom and MTN namely Cell C, Virgin Mobile and the most recent entrant being 8ta, thus increasing the intensity of competition in the telecoms industry. Unlike in 1994 when MTN's only competitor was Vodacom it now has MTN now has a total four mobile operators to compete with for market share, consumers' share of wallet, etc. Not forgetting the fixed-line operators; Telkom and Neotel who are also competitors for the telecommunications industry. The challenge is that this intense competition has to take place within a market that is already penetrated by up to 101% which means they are technically now new

customers to acquire even though one of MTN's Key Performance Areas are increasing its market share from 36% to 38% by 2012.

This is not to say other forces are not currently affecting MTN. If one looks as “the threat of substitute products,” MTN needs to consider the impact of innovations such a “Skype” on its voice category ([www.skype.com](http://www.skype.com)). Skype has a big impact on MTN's international calling revenue because it provides customers with a digital facility that allows them to make free international calls using their computers. The customer only needs to pay for are data charges which are significantly lower than international voice rates. This in-turn provides customers with the “bargaining power” to indirectly drive call rates, especially for international calls. Although there are other offerings similar to Skype, Skype is the one that's most popular.

Therefore, three of these fives forces are currently driving the intensity of competition in the industry, which means it's now a whole new “ball-game” not only for MTN, but for the other operators as well.

What is worth highlighting especially for the purpose of this report is that this intensity of competition doesn't not only impact it from a customer point of view, but it also poses a threat from a Human Resources point of view. The telecommunications industry requires a certain type of skills set and it's therefore easier to hire employees from other operators than train new ones.



### **2.3. Analysing “product maturity”**

The second emerging theme is “product maturity.” Product maturity is a stage in a product’s lifecycle where the initial rapid growth of the product slows down and sales either begin to level off or start to decrease (Stapleton, 2007). This is the case in point with MTN’s voice offering. Looking at the fact that MTN SA has been in existence for over sixteen years, this can be expected, because according to the “product life cycle” model, products under go four distinct growth stages namely “introduction,” “growth,” “maturity” and “decline” (Stapleton. 2007).

MTN is currently in the maturity stage, which according to Stapleton (2007) is characterised mainly by a slowdown in sales and profit growth year-on-year. The percentage growth in revenue as measured by Earnings Before Interest Tax Depreciation and Amortisation (EBITDA) during MTN’s growth phase were in the double digits. This is no longer the case as EBITDA growth percentage has remained in single digits since 2009, which was a sharp decline from 2008 when EBITDA margins were up by 36% from the previous year (mtn.com 2009). Although MTN’s putting things in place, such as product diversification, market development, etc, is it moving at a pace as fast as the changes?

MTN has identified this as an opportunity and has started looking at different growth strategies such as product diversification, examples of which are its Mobile Banking offering which came about through its partnership with Standard Bank and the recently launched “MTN CareConnect” through its partnership with the Sanlam Group.

It’s therefore clear from the above that MTN has realised that in order to remain competitive it needs to play a completely new ball-game. The big question to ask is whether or not MTN is equipped with the right workforce internally to take this forward?

It would be short-sighted for MTN to have all the right resources internally, but neglect its human resources which are going to be key to deliver on MTN’s organizational strategy.

One may argue that with these new offerings, MTN may not need to develop its employees as a source of competitive advantage, because these new offerings may present a source of competitive advantage. The question is for how long?

This report started with a discussion of technology and how it has made it easier for competitors to duplicate each other's offerings.

If MTN plays its cards right and develops the right workforce, this could present a source of competitive advantage that the other operators will struggle to duplicate. The advantage of career development planning is that it's an ongoing process, which if done correctly will prevent "maturity" as it allows employees to continuously revamp themselves and their skills.

#### **2.4. Analysing "strategy" and "competitive advantage"**

Why is strategy important?

Grant (2008) defines strategy as the means by which organisations or individuals achieve their objectives. Without a robust strategy in place, MTN has no chance of achieving its business objectives.

A strategy determines how an organisation enters the market, how it competes in the market, how it sustains itself in that market.

In essence MTN has come as far as it has because it has had a strategy, but the challenge is that for a long time its strategy hinged on product offerings and technology which can be duplicated by the other network operators.

In order to succeed and remain profitable, organizations need to have some sort of an advantage over their competitors. This source should be unique to the organisation, because if it's not unique it can be copied and implemented by competitors.

According to Grant (2008) a strategy determines, how the organisation will compete in the market place in order to have that competitive advantage. The "resource-based

view” is organisation-facing and argues that an organisation can gain competitive advantage is by effectively harnessing its internal resources and capabilities. Due to the fact that mobile operators use similar resources such as technology, services, products, brand principles, etc. human resources appear to be the one point of differentiation.

The resource-based view of strategy was selected to analyse this third emerging theme as it is the view that promotes the use of company resources and internal capabilities as the primary basis of the company’s strategy which is used to gain competitive advantage.

There are various types of resources within MTN namely tangible resources, intangible resources as well as Human Resources. MTN SA also has a range of capabilities ranging from a robust network to access to international engineer and consultants.

The starting point for the resource-based view of strategy is a “gap analysis” which is essentially the analysis and appropriation of resources and capabilities against its competitors and in line with the needs of the environment.

Although MTN has a range of resources and capabilities that can be ticked, looking at those resources against competitors narrows down the number immensely. This is due to the nature of telecommunications where the majority of the key resources and capabilities amongst the competitors, for example technology, networks, plant and equipment, Research and Development, etc are similar and therefore cannot be used as sources of competitive advantage.

This leaves “human resources” as the possible sources of competitive advantage, because depending on how these human resources are managed, they can become unique source of competitive advantage to the organisation. Emphasis here being on “how they are managed,” this is where the importance of career development comes in because it looks at the process end-to-end; from gap analysis to development to monitoring.

## **2.5. Career development planning**

Career development can be defined as the *ongoing process* by which individuals progress through a series of stages in their careers, each stage characterized by a relatively unique and sometimes complex set of issues. This growth is not always vertical, but can also be lateral and is aimed at growing employees' skills set and increase their levels of performance. Career development planning is the deliberate, intentional and structured process of planning this career growth. Greenhaus, Callan and Godshalh (2000)

The researcher has decided to undertake a study that will add value to MTN by showing that MTN can use Career development planning as a strategic and holistic to not only manage talent, but to also increase productivity, to build an agile workforce and to build it as a unique source of competitive advantage that may be more challenging for the other competitors to duplicate.

## **2.6. Summary: the business case for career development planning as a strategic tool**

Career development planning can only become a strategic tool if it's implemented and secondly when it's implemented across the company. It is not enough to develop and put such a program in place for the purposes of "ticking" the Human Resources box. It's also not enough to only have such a program implemented for Senior Management as it is currently the case with MTN as that simply means that only about 5% of the workforce is being developed; this cannot give the company the agility and the competitive advantage it aims to achieve.

Employees stay in the same positions for too long, thus learning and harnessing one set of skills. An average job specification for an Assistant, Supervisor, Specialist or Manager role indicates that the life span of a role is 1-2 years, but the majority of employees have been in their current roles for more 2 years. This is neither beneficial

for MTN in the sense that employees are not developing new skills, nor is it beneficial for employees as they either decide to leave MTN for better career prospects or stay in their vacancies with low levels of job satisfaction, motivation and in turn productivity.

On the other hand, MTN currently employs more than 1000 consultants, some of whom come from overseas. The fees for these consultants make up a large percentage of Operational Expenditure (OPEX). If MTN had the necessary skills internally, it wouldn't rely so heavily on these consultants. The presence of such consultants creates dissonance amongst employees who feel that these consultants are doing what they could be doing, but they are getting paid exorbitant amounts of money. It's possible that there are people internally who have those expertise, but because there is no strategic and robust development process in place, MTN is not able to identify and harness such skills. Often skilled employees or those with potential end up leaving to go work for consultancies and then return to consult at MTN and get paid up to four times the amount of money they were getting paid as MTN employees

The presence of new telecommunications companies has resulted in the cross-pollination of talent. For example 8ta as the new entrant to the market is on an aggressive recruitment drive and are looking to recruit skilled workers from the other operators with the promise of better career growth. This was also the case when Cell C entered the market; however MTN was able to retain most of its talent because it had a share incentive scheme in place which matured at the beginning of 2009. The maturity of the shares coincided with a company restructuring. Most people especially those who had been in the business for long opted to sell their shares and take restructuring packages. Some of these employees are now employed by the other operators; some of these employees were exposed to strategic business information.

South Africa with the rest of the world is coming out of a recession. Economic trends show that a recession is usually followed by an economic "boom." An economic boom presents opportunities both for the company and its employees. For instance, for the company it presents an opportunity to diversify its offering as it's the case with MTN

now. Although this is one of MTN's business strategies it can become a challenge if MTN doesn't have the necessary skills internally to respond to such opportunities. who may now be faced with more job opportunities, thus putting MTN at risk of losing some of its talent to competitors

It is therefore critical for MTN to strategically use Career Development Planning to up-skill and multi-skills its employees. Until this is done, the human resources within MTN are not being strategically utilised and cannot benefit the organisation by giving it an advantage over Vodacom, Cell C and the other networks.

This also puts MTN at risk of losing high performing and high potential employees to its competitors that may in turn view and use them as sources of competitive advantage against MTN.

The benefits of career development planning will be discussed in detail in the next chapter which provides a summary of the literature reviewed.

## **3. CHAPTER 3: LITERATURE REVIEW**

### **3.1. Introduction**

Career development planning have been around since the turn of this century and the number of organisations that have adopted this concept have increased over time and continue to increase. This indicates that career development planning has become an important aspect of organisational management. Organisations are buying into the concept of career development planning for various reasons; some operational and some strategic.

The aim of this chapter is to provide the academic framework for the research topic; the use of career development planning as a strategic tool, a case study within TN SA. This research was exploratory in nature and the researcher used literature to set and identify the areas that should form part of the study as well as to give guidance of the path that the study should follow.

There is an abundance of literature that is available on career development planning and the choice of literature was guided by the four objectives of the study as discussed in Chapter 1. A lot of the literature that the researched managed to retrieve appear to be outdated in terms of the date of publication, however it was still included as the issues raised correlated with those raised in the recent literature. There was therefore perceived value in including these in the researcher's view.

In order to make the literature review digestible and logical, the researcher has broken it down into four different segments according to the sub-problems and research objectives discussed in Chapter 1.

### 3.2. The concept of career development planning

According Greenhaus, Callan and Godshalh (2000), in order to understand the concept of career development planning, one needs to first understand what a career is versus what a job is. They define “career” as a pattern of work-related experiences that span the course of a person’s life.” A career is therefore not a job or a vacancy, but is made of series of jobs that cumulatively contribute towards a certain career. For example, a qualified accountant can hold various jobs such as a tax consultant, a finance manager, etc. Although the accountant has held different jobs, his career remains in Accountancy. These various jobs have equipped him with various skills that in turn contribute positively towards his careers. These skills not only benefit him, but also benefit the organisation for which he is employed.

They define career development as an *ongoing process* by which individuals *progress* through a *series of stages* in their careers, each stage characterized by a relatively unique and sometimes complex set of issues.

They further mention that a person’s career doesn’t grow in one movement and can grow both horizontally and vertically and the aim is to ensure that employees keep growing as resources of the organisations, by gaining new skills and competencies that will benefit not only the employee but also the organisation. Career development is not only about getting ahead, but about getting to the best place where an individual can get to, a place where the individual can showcase his or her excellence. Career development planning is therefore the *deliberate* and strategic process of planning the various stages.

This view of career development planning is shared by London & Stumpf (1982) who states that career development planning is a series of activities that facilitate career progression. According to them, career development planning provides meaning to employees through the value they derive from career development planning, whilst also providing value to the employer.

These benefits will be discussed later in this chapter.



According to Palade (2010) career development planning is regarded as the means to address both the requests of the employees and the organisations and not just the needs of the organisations like it used to be the case in the past. This view is based on the different academic theories or paradigms on career development planning. Some theories are “individual-centered” whilst other is “organisational-centered.” Palade (2000) raises an interesting point that the author raises is that career development planning is not a homogenous process and needs to carefully consider the different needs and the skills and abilities of the different employees. This view is supported by Schein’s “individual difference” model of career development planning (Arthur, Hall & Lawrence, 1991)

London (2000) adds to this by saying that even the career stage that the individual is in also needs to be considered when a career development plan is being developed for them. This view of career development planning is defined from the “life-span” models of career development planning (Arthur, Hall & Lawrence, 1991). These model show that an individual’s career progresses through various stages in line with their life-stage. The first stage is the “growth” stage which happens around the age of 14 and during this stage in one’s life their self-concept starts to form. This stage is important as this is the stage where most individuals start to seriously consider or decide what careers they want to follow. It is at this stage, that “career” development plans should be put in place to support these dreams. This stage is followed by the exploratory stage which is similar to the previous stage, but is different in that it is at this stage that most individuals begin to explore and experiment with different things to gain knowledge. The third stage is the “establishment” stage which spans from age 25-45. This stage is very important from a work-career point of view. This is the period during which most employees enter the workforce and work hard, to prove themselves in order to advance in their careers. For most individuals, the “peak” of their careers is reached during this stage. Therefore, career development planning is critical at this stage as it helps structure the development process. The fourth and fifth stages are called the “maintenance” and the “decline” stages respectively. The former stretches from the age

of 45 up to retirement whilst this later stretches from retirement to death. At this stage, career development planning is no longer a valuable tool for both the employee and the individual, because at the stage the shift focuses to other interests.

The career development needs of a new employment entrant vary from those of an established employee says London (2000). Therefore when developing a career development program, it is advised that the program is founded on similar principles, but is flexible enough to allow for employee differences.

Palade (2010) raises another interesting issue that each individual has the ability in them to have an interest in more than one career path and the ability to gain skills and competencies in more than one career, An example of such a case is in sports, arts and entertainment, where an individual may focus on a certain career for a specific time period, whilst concurrently developing skills in areas, skills that they may use at a later stage when they chose to follow a different career path. This point is especially important for organisations, because to ensure that the organisation doesn't get surprised, it is important that as part of the career development planning process, the organisation should understand where the individual is currently and where they intend to go in order to find some alignment.

Although all the authors put the individual at that centre of career development planning, they also emphasise the role that human resources plays in facilitating the process between the individual and the organisation.

In summary, career development planning is a planned and deliberate process, which happens in stages or phases, its role is to improve the skills of employees for the benefit of the organisation and the employees and not just the organisation. The employee is individual is primarily responsible for developing their own careers, but human resources management plays an important role in facilitating and overseeing this.

### **3.3. The roles of career development planning**

A lot of the literature reviewed, raises and focus on one or two individual roles of career development planning. The roles identified are training and development, goal alignment, career progression and skills improvement.

### 3.3.1. Training, education and development

Schultz and Schultz (2002) raise an interesting point on training ,education and development for the researcher. The starting point for Schultz & Schultz (2002) is that many organisations often equate these three concepts and although they are related, they are lightly different. These differences can be demonstrated using an airline pilot as an example; an employer cannot educate an airline pilot to become a better pilot, a pilot needs to be trained. On the other hand, before a pilot becomes a pilot they would have undergone some basic education in aviation. Over time as the pilot is trained, both off and on the job, they develop from the skills they acquire. Education in this context therefore happens by “schooling” which is a designed system whilst on the other hand development is a lifelong process of learning. It’s important that these differences are kept in mind in order to ensure that employees are not confined into one of the boxes.

The mistake that many organisations make is thinking that sending individuals to training to one classroom course after another is equals to training and developing that individual. There’s more to training and development than just classroom courses which enhance one set of skills and the process needs to be viewed in a holistic manner. The reason for this according to Shultz & Schultz (2002) is that when managers decide to develop their subordinates, they base the decision on behalf of the organisation, on they want rather than what they need. When asked why they choose to develop their employees, many would answer that they “want” employees who can support them and for many that’s only limited to basic skills.

This view is supported by Tate (1995) who adds that effective career development planning should seek to not only develop one set of skills, but develop a set of skills

namely functional or technical, managerial and creative. Looking at the previous point, managers may not feel that they need to develop their subordinates managerial skills because they perceive that to be the role that they fulfill and may therefore focus on just the technical and functional skills. The researcher tends to agree with Schultz & Schultz (2002) that this is a short-sighted view in the part of management, because as responsibilities increase, managers need to be able to delegate and so how will they be comfortable to delegate to subordinates whose skills they do not trust?

The consensus however amongst the authors is that training and education continue to play an important role in career development. According to Schultz & Schultz (2002) training programs play an important role in driving the career decisions about promotion or dismissal especially for entry-level employees.

Therefore the value of training and development cannot be discounted, but organisations needs to be clear on why they want to train employees, be clear on what training is needed not wanted as well as ensure that a holistic approach is followed and according to London & Stumpf (1982) this should be done as part of the career development planning process and not be an ‘after-thought’

### 3.3.2. Goal alignment

Watts (2004) defines career development planning as a lifelong process of managing growth in one’s life related to their career. According to Watts (2004) the quality of this process is determined by the type of individual, their goals and purpose in life as well as and the kind of resources and support they have.

Goal alignment plays a critical role in career development planning. According to Watts (2004) it is important that the career goals of the individual are somewhat aligned to those of the organisation, because if they are not the organisation may be less likely to buy-into and supports that individual’s career development plans. On the other hand, if

the goals of the organisation are not in line with that of the individual, the individual is less likely to commit to the Career Development plan.

It is key therefore that from the get-go, the individual who is responsible for driving this process as previously discussed, honestly identifies and evaluates their goals and purpose in life and then identify and evaluate the goals of the organisation as can be seen in the company's mission and vision and is entrenched in the company values.

By so doing, the individual is able to identify if there are any gaps between his/her goals and those of the organisation. If gaps are identified, employees tend to feel some level of dissonance as they may feel that those gaps may derail or delay their career plans. However, Watts (2004) recommends that before any drastic decisions are made, employees discuss their goals as well as identified gaps with their supervisors and human resources managers, as there might be opportunities that the individual is not aware of within the organisation as a whole.

This raised a question for the researcher; whether employees' goals in this regard should be aligned to that of the organisation or vice versa.

The researcher came across arguments for both. The one argument states that the organisation in its nature is less likely to change or realign its goals to suit the individual's need, therefore the goals of the individual needs to be aligned to that of the organisation.

Nunn (2000) argues against this view, stating that this view is the old traditional view of career development planning. According to Nunn (2000), this view is no longer as realistic within the current employment context where the demand by industries for top talent is high and individuals now understand that they are the masters of their careers and are no longer just passive recipients of career opportunities that organisations offer them. According to Nunn (2000), career development planning aims to understand the employee's future goals and aspirations for the future and then develop a path for the individual towards those career goals. Although this is an important consideration that

makes sense, the researcher wasn't entirely convinced that this happens in reality and as such included this as a question in the survey conducted.

Nunn's view is supported by Merchant (2000) who also argues that today's employees have become more conscious of their careers than the past employees and are thus demanding more in terms of career growth and development. Nunn (2002) goes as far as to argue that employees who fail to value and support the developmental goals of their employees will lose these employees. Therefore, the role of career development planning according to him is to match the needs of the employee with those of the organisation and this can be done through training and counseling. Counseling in this case provides employees with the necessary tools to define those career goals, document those goals and create plans to help achieve those goals. Although the goals of the employee are placed higher in the hierarchy, it is still important that these goals are realistic to the organisation and still make a contribution to the organisation (Nunn 2000)

### 3.3.3. Improving organisational performance and efficiency

There is currently no empirical evidence readily available to prove the link between career development planning and improved organisational performance and efficiency. A report on the research conducted in the field of Human Resources Management (HRM) was selected by the researcher as the basis for this discussion.

Miller (1987) defines HRM as a set of decisions and actions which involve the management of employees at the different levels of the organisation, which are also directed towards the implementation of strategies developed for creating a source of competitive advantage for the organisation.

This definition is important for this report as the study was centered around the use of human resources (employees) as a source of competitive advantage, especially within this changing competitive landscape. Although HRM in many organisations is operational, this provides a strategic view.

The notion of HRM proposes the adoption of “high commitment” which in turn postulates that the adoption of certain human resources programs or practices will result in better organisational performance. The argument is that human resources management practices such as career development planning increase the levels of employee commitment, decrease the levels of absenteeism and staff turnover, improve employees’ skills. These in turn increase productivity, improve quality and thus improve organisational performance and efficiency. According to Miller (1987) this area of HRM is best referred to as “Strategic HRM,” because it presents a paradigm shift from an operational view of HRM to a more strategic view.

The “contingency” theory to HRM presents an important issue in this regard, that HRM practices such as career development planning can only improve organisational effectiveness and performance if there is a close fit between these practices and the organisational strategy. What this essentially means is that these strategies must be mapped against the lifecycle stage that the organisation is in. If for instance an organisation is in its “growth” life-cycle then the HRM practices should contribute towards driving organisational growth.

How does this link with the previous discussion on the importance of linking career development planning with the individual’s life-cycle stage? What if there’s a conflict in the stage in which the organisation is in and that of the individual? This can be answered in the same arguments raised previously in terms of whether the organisation or the individual is sitting higher on the goal hierarchy.

#### 3.3.4. Career progression/ advancement

Schonegevel (2005) states that the role of career development planning in skills development, provides employees with the opportunities for career progression. According to him, one of the most satisfying aspects of a career life is career advancement. Most people especially younger generations are looking to be one day “take over the world,” and career development planning is especially important for them.

The role of career development planning in career advancement can be explained using the “four stage model” ( Schonegevel, 2005) According to this model, an average person’s career progresses through these following four stages:

- Stage 1: Contributing dependently
  - This is essential the stage where an individual relies on receiving instructions and carrying them out as directed.
- Stage 2: Contributing independently
  - At this stage, the individual relies less on supervision and starts to accept responsibility for own projects
  - They develop their technical skills and start to build a network of relationships.
- Contributing through others
  - At this stage, the individual skills have increased in breath.
  - The individual now has a broader perspective of the business and has gained non-technical skills.
  - Usually in management roles, but some individuals who are leadership-inclined may be performing at this level even though they may not be managers yet.
- Contributing strategically
  - It is at this stage that the highest level of job satisfaction is experienced.
  - The individual at this stage provides direction to the organisation.



According to Schonegevel (2005), career development planning plays a critical role in the individual's progression from one stage to another, by creating high potential individuals. This means that not all employees go through all these stages in the logical manner.

This model provides a useful indication of career progression, however the environment has become so dynamic, business rules have changed and some individuals who are higher performers may skip some of these stages, whilst some individuals may not even go beyond the second stages.

Schonegevel (2005) does however caution that this is just a model and is not necessarily a true reflection of what happens in all organisations. He also adds that career development planning doesn't guarantee career advancement but it at least provides the platform for individuals to become high performers and in-turn get the recognition from the organisation. On the other hand, moving from one stage to another increases the individual's ability to contribute to the organisation.

This is why is important as raised by the other authors, that career development plans be created according to the goals and needs of the individual, failing which they become meaningless

### **3.4. The strategic benefits of career development planning**

The benefits of career development planning are as the result of the role that career development planning plays. For instance the role of career development planning is to improve organisational efficiency and the benefit is exactly that; improved organisational performance and efficiency. Therefore to avoid duplication, the researcher will not repeat the issues raised above, but requests that these roles, which were discussed in the previous chapter are also viewed as strategic benefits of career development planning.

The researcher will therefore discuss those that haven't already been discussed.

#### **3.4.1. Talent Management**

One of the benefits of a robust career development planning program within an organisation is that provides the tools to manage talent.

Meyer (2005) defines talent management as the holistic process of attracting, growing and retaining the right quality of employees, who are talented. This definition raises an important issue, because non-strategic human resources often ends with "attracting" the right talent, but does not put in place the right tools to develop and retain that talent.

The following are the key benefits of holistic talent management for the organisation (Meyer, 2005):

- Cost
  - The cost associated with recruitment is high. Meyer (2005) states that this has become increasingly so in South Africa with the introduction of Affirmative Action (AA), Employment Equity (EE) and Black Economic Empowerment (BEE), which have increased the attractiveness of qualified black employees, especially women, making them more expensive to hire.
  - On the other hand the costs for replacing an individual that's been trained and skilled by the organisation is far more important

- Risk:
  - The risk of losing skilled employees to competitors is as stressful for the organisation as the risk of hiring people who are not able to survive within that organisational culture, therefore it's important to retain employees. However most qualified skills and employees are only likely to stay within an organisation if they feel that the organisation is "taking care" of them. This is especially through for rare skills such as Actuarial Science and Chartered Accountants. These individuals work hard to acquire their qualifications, they know their worth in the job market and are therefore more demanding of career progression from an organisation.
- Lack of capacity
  - Having a lack of individuals with the right skills is a challenge for an organisation and its counterproductive both financially and managerially for an organisation to retain such individuals. It's therefore very important employees get developed so that they don't become a burden to the organisation.
- Internal recruitment
  - Career development planning effectively implement, creates a pool of talented individuals from whom, managers can recruit. This saves the company the time and cost associated with recruiting new employees. Not only that, but limits the risk of hiring "wrong" candidates.
- Future strategy
  - Career development planning provides the tools for the organisation to develop a skilled workforce for its future strategy.
  - This is a very important factor in the context of this study.
- Succession planning
  - Career development planning can also be used as a tool to identify candidates for succession planning; which is essential the process deployed by an organisation to ensure that it has the necessary talent to fill critical positions timeously (Sixfigures.com, 2008).

Meyer's views are further substantiated by an article by Six Figures International (Sixfigures.com, 2008) on career development planning's influence on employee retention and growth. Unlike most of the articles reviewed, this one provides a positive view of career development planning by the organisation as it states that organisations that consistently perform well are continually seeking ways to increase the value they derive from their human resources. What was refreshing about the article to the researcher is that, most of the other reading created the feeling that organisations view career development planning as something they have to do in order to "satisfy" the customer rather than as something that's viewed as being genuinely positive. The article does however caution that, the cost of developing these employees is high, therefore company need to ensure that they retain such employees by providing them with the perceived value.

#### 3.4.2. Linking individual development to organisational performance

One of the challenges with career development is linking and integrating training and development with the company vision, ensuring that the efforts of the organisation and those of the human resources are going in the same direction.

Tate (1995) raises an important factor with regards to how career development planning is approached in many organisations. He states that most of the development action by organisations assumes to increase individual performance, individual skills ought to be increased. It doesn't end there, many organisations also assume that to increase organisational ability, they ought to increase individual performance. There is some truth to this, but it is not entirely the case.

Tate (1995) brings to the fore an interesting issue of the role that career development planning can play in linking individual performance to organisational performance. He argues that individual development cannot bring about company change even though

certain scholars argue that the sum of individual development eventually adds to the whole.

According to Tate (1995) a “matrix or “network” approach to company development should be used, which allows individual career development plans to link and connect to each other, internally and externally to the department or business unit. This will intern create a “web” that promotes the sharing of skills and ideas which will intern promote organisational learning which is critical in a world of rapid change ( Schwandt & Marquardt, 2000)

Although Tate’s view brings a contrasting view, he acknowledges that the “network” approach has many challenges for management especially human resources management as business strategies and leadership’s view and commitment to career development planning may vary.

#### 3.4.3. Increased productivity

By increasing individual skills, individual productivity and quality of productivity is increased. Also true is that is by viewing career development planning as a group effort will this increase overall productivity and the quality of productivity across the board. This is more valuable to the organisation than just increased individual productivity (Tate, 2002)

It was discussed in the previous section that Strategic Human Resources Management practices such as career development planning increase the levels of employee commitment, decreases the levels of absenteeism and staff turnover, improve employees’ skills. These in turn increase productivity, improve quality and thus improve organisational performance and efficiency. According to Miller (1987) this area of HRM is best referred to as “Strategic HRM,” because it presents a paradigm shift from an operational view of HRM to a more strategic view

## **4. CHAPTER 4: THE RESEARCH DESIGN**

### **4.1. Introduction**

Chapter one provided a detailed background to the research study, its purpose and the significance of it. Chapter 2 then provided a theoretical analysis of the research problem using various theoretical and business models. This chapter provides a detailed discussion of the research design, which consists of aspects such the research strategy, research methodology, sampling techniques, data collection and interpretation as well as reporting, etc.

Babbie & Mouton (2003) define a research design is a blueprint of how the research is to be conducted. It is a strategy and a plan detailing how the end goal of the research is to be achieved. It provides details such as what type of research study it is, what data is to be collected, how it's going to be collected, from whom it is to be collected, how it's going to be analysed and reported, etc. They continue to highlight that just as a house-plan is important in the process of building a house, a research design is just as important in the successful implementation of the study in answering the research problem and delivering on the objectives. For example, an incorrect research design may lead to incorrect sampling techniques being used and irrelevant data being collected.

### **4.2. The nature of the study**

Saunders, Lewis and Thornhill (2003) use an analogy of an “onion” to demonstrate the different layers of the research process. According to Saunders, Lewis and Thornhill (2003), an onion is made up different layers, much like the layers of the earth starting from the core to the outer layer. Although the different layers of the “onion” vary in intensity, they are all important for making an “onion” the kind of vegetable it is. When

an onion is peeled, one goes from the outside layers moving into the inside layers, the same holds through for the process of research. This analogy was useful to the researcher because it provided the researcher with a simplified and pictorial view of the research process without losing its theoretical principles.

These authors provide an example of how the “onion” would typically look, however, the researcher has taken their example, simplified it and tweaked as depicted in the figure below, so that it is more specific to this study. The research design will thus be discussed using this diagram as the basis.

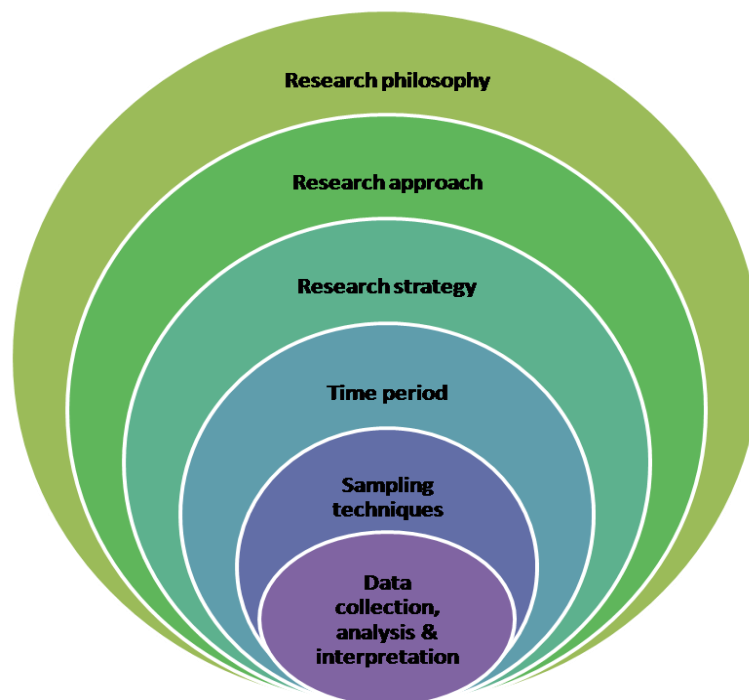


Figure 4.1: The research process discussed using the “onion” analogy

#### 4.2.1. The research philosophy

Figure 4.1 above shows the first layer as “research philosophy. There are three different research philosophies namely “positivism,” “interpretivism” and “realism.” These philosophies are paradigms that provide differing views of knowledge is gained.

The philosophy of this study is interpretivism, but for the purpose of this report it will not be discussed further as the aim of its inclusion was rather to show the foundation of this study and not give a review of literature on the different philosophies.

#### 4.2.2. The research approach

An approach to research can either be inductive or deductive and this approach in-turn determines whether the study is a quantitative or qualitative type of study. According to (Saunders et al 2003), the decision to follow an inductive or deductive approach depends on the role that the study is to play, i.e. whether it is to develop theories or to prove and disprove existing theories.

An inductive approach is one in which data is collected, analysed and interpreted with the aim of using it to develop theories or to gain an understanding of the problem that is to be investigate. An inductive approach results in a qualitative type of study.

A deductive approach on the other hand is one where data is collected to prove or disprove existing theories. A deductive approach results in a quantitative type of study where scientific data is collected and analysed.

The researcher would like to mention that although this specific study followed an inductive approach as the aim was to gain an understanding of the specific topic, it is important to note that research studies are not always exclusive in the approach that they follow and some studies may combine the approaches. The ultimate choice of approach depends on the purpose of the study.

#### 4.2.3. The research strategy

In order to achieve objectives, it is important to have a strategy because a strategy clearly defines what needs to be done. A clearly defined research strategy is dependent on the clear articulation of the problem statement. According to Saunders et al 2003),



an incorrect, irrelevant or ambiguous problem statement or question may lead to the adoption of an incorrect research strategy.

Various research strategies can be adopted depending on the purpose of the study.

The researcher adopted combined a number of strategies to come up with the strategy for this study which she refers to as “emergent, exploratory and qualitative.”

The study is emergent in that although the scope was pre-defined as discussed in chapter one, the researcher also didn't want to limit the direction or the outcomes of the study.

The study was “exploratory” in that the objective of the study was to gain as much understanding about the topic as possible. Babbie & Mouton (2003)

The study is qualitative in that the researcher will be relying on non-numeric data to draw conclusions. Babbie & Mouton (2003)

#### 4.3. The research time period

The time period for a research study can either be longitudinal or cross-sectional. A study is longitudinal if it's conducted over a long period of time with the aim of measuring changes over time, trends, growth from one point to another etc. (Babbie and Mouton, 2003).

On the other hand, a cross-sectional study is a study that is conducted at one point in time to gain an understanding of a certain phenomenon at that point in time.

The time period for this study is “cross-sectional” in that it was conducted over one time-period. One of the recommendations that the researcher will make is that a similar study be again at a later stage to determine if there's been any changes post the successful implementation of the recommendations. In order for the study to be considered reliable and valid the researcher conducting the study at that later stage would need to duplicate this study as much as possible(Coldwell & Herbst, 200X).

#### **4.4. Sampling techniques and methods**

Neuman (2003) states that a researcher can use two types of sampling techniques namely; “probability” or “non-probability” sampling. The choice between probability and non-probability sampling depends on whether the study is qualitative or quantitative in nature. Quantitative studies tend to use probability sampling due to the time, cost and accuracy issues that are usually associated with quantitative studies. The goal of a quantitative study is to be able to generalise findings to a broader population.

Qualitative research on the other hand is less concerned with sampling techniques as it is more concerned with finding cases that will enhance the understanding of a certain social phenomena as well as selecting samples that are relevant to what is being studied. This is the case with this research, the researcher was not fixated with being able to generalise the findings to the general population, but was more concerned with gaining a deeper understanding of career development planning within the MTN SA context.

The non-probability sampling method used for this research is called “purposive” sampling which is defined by Neuman (2003) as a non-probability sampling method that is used to select respondents from a population that will best answer the research question. The word “purposive” is derived from the word “purpose” which essentially indicates that this type of methods selects samples that serve a specific purpose and is best suited for dealing with case studies and smaller populations.

#### **4.5. Sample Size**

MTN SA consists of approximately 4600 permanent employees. Approximately 95% of these employees are co-coordinators and administrators (Level 1), specialists and supervisory (Level 2) and entry-level managers (Level 3), whilst the remaining 5% is in

senior management (Level 3H), general management (Level 4) and executive management.

As this is not quantitative study, the researcher chose a small sample of 60 participants, it was small the researcher was satisfied it would be adequate for the purpose of the study.

The sample was made up of:

- MTN SA permanent employees only, selected from the various departments in the organisation.
- Employees from job levels 1 to executive management.
- 35 of the participants were selected from level 1-3
- 10 were selected from level 3H (Senior Managers)
- 10 were selected from level 4 (General Managers)
- 5 were selected from Executives

The research would like to mention that like with most studies, a small percentage of the employees that were selected for the sample did not respond although that didn't largely impact on the findings of the study. This will be discussed further in Chapter 5 when the results and findings are discussed.

#### **4.6. Data collection methods**

Both primary and secondary data was used for this study. According to Neuman (2003) primary data is collected directly from the source of study whilst secondary data is collected from sources other than the primary source.

Primary data was collected as follows:

- Surveys – survey questionnaires printed as well as sent via E-mail to participants on Level 1 – 3H
- Interviews – interviews conducted with General Managers (Level 3H) and Executives

Secondary data was collected and used as follows:

- Human Resources file for employee information.
- Literature review
- Intranet information for the purpose of acquiring additional information about career development planning within MTN SA.

#### **4.7. Constraints of the study**

As the researcher is currently a permanent employee of MTN SA, she was able to gain easier access to the study population and other company resources

The one major constraint that was experienced was as the result of the time allocated to conduct this. A deadline of 9 May 2011 was set by UNISA School of Business Leadership which essentially gave the researcher a period of 5 months to develop and implement the study.

#### **4.8. Measuring Data**

The questionnaires used were made up mainly of close-ended questions, which required a yes/no response. These types of questions were preferred over open-ended ones because they limited the amount of responses that could be given, making it easier for the researcher to capture and analyse the data.

A five point Likert Scale was used as the primary measurement tool. Delaney (2004) describes a Likert Scale as rating scale that measures the strength of agreement or disagreement with a clear statement. He continues to state that a Likert scale is often used to gauge attitudes, preferences or reactions to certain statements and looks at the frequency at which certain responses occur.

In addition to a Likert scale, a “category-list” set of questions were included, which listed five responses for a question and the respondent had to rate all the response in order of

importance from 1-5. More details of this are provided in Chapter 5 where results and findings are discussed.

#### **4.9. Analysing & Interpreting Data**

A simple method of analysis was used once the questionnaires were received from the respondents. It was simple to analyse the data due to the use of closed-ended questions in the form of a Likert Scale, which grouped the responses making it easier to code and analyse the data.

To analyse the data, the researcher simply took the data received and input into an Excel program and then counted the number of times responses appear and the degree to which most of the respondents selected them.

Once done, these were averaged out, prepared into a graph using an Excel program and then interpreted. In an attempt to try make the interpretation as objective as possible, the researcher tested and compared against the literature reviewed.

## **5. CHAPTER 5: RESULTS AND FINDINGS**

### **5.1. Introduction**

This chapter of the report presents the results and the findings of the case study according to the methodology discussed in Chapter 4. The flow of this section will be such that the results will be presented according to the data followed by an interpretation of the data. The researcher will interpret the data, offer her personal opinion where relevant, compare the findings with literature reviewed where necessary as well as include the personal views respondents who gave additional remarks where relevant.

The results appear according to the averaged responses given by the respondents as discussed in Chapter 4. Bar graphs are used to represent the data and to show a comparison amongst the four groups.

Two different surveys were used to collect data. As discussed in chapter 4, the questionnaires are similar; however certain questions were either omitted or tweaked for the “general employee” group of respondents in order to make them resonate with this group. This did not affect the data as well as the findings.

The questionnaires are attached as Appendix A; general staff and Appendix B; Management (Senior Managers, General Managers and Executives)

The questionnaires were drafted according to the 4 sub-problems discussed in chapter one. This was done to ensure that focus and synergy was maintained throughout the study and most importantly to ensure that the questions asked link directly back to the objectives of the study as discussed in Chapter one.

The structure of the survey questionnaire used was three-fold:

- In a five-point Likert Scale using close-ended questions.
- Category-list scale that required respondents to rank responses from 1 to 5 in order of importance.
- An “additional remarks” section was included at the end of the each questionnaire. This was done to allow for the respondents to give additional insights that could have been missed by the close-ended questions. This section was limited to one page per questionnaire to focus the respondents by ensuring that they choose only important issues to raise and discuss.. It is important to note that most respondents, other than those interviewed face-to-face as discussed in Chapter 4 didn’t not complete this section and of those that did complete it didn’t use the whole page provided. Being that as it may, the researcher was able to pick up on emerging themes and similarities amongst the responses.

The aim of first part of the questionnaire was to introduce the topic and to build some rapport with the respondents on the topic. It focused on determining the respondents’ perceived importance of career development planning.

The role of the second part the questionnaire was to gain an understanding of the current status and the perceived effectiveness of career development planning within MTN..

The third section of the questionnaire was designed to determine the roles and benefits of career development planning as perceived by the respondents using different issues raised by different authors.

MTN’s leadership’s endorsement of career development planning was investigated through the fourth section. This section is very important to the study, because in order for the researcher to motivate for career development planning to become a company-wide strategic tool, it needs to be endorsed by the most senior management in the company.

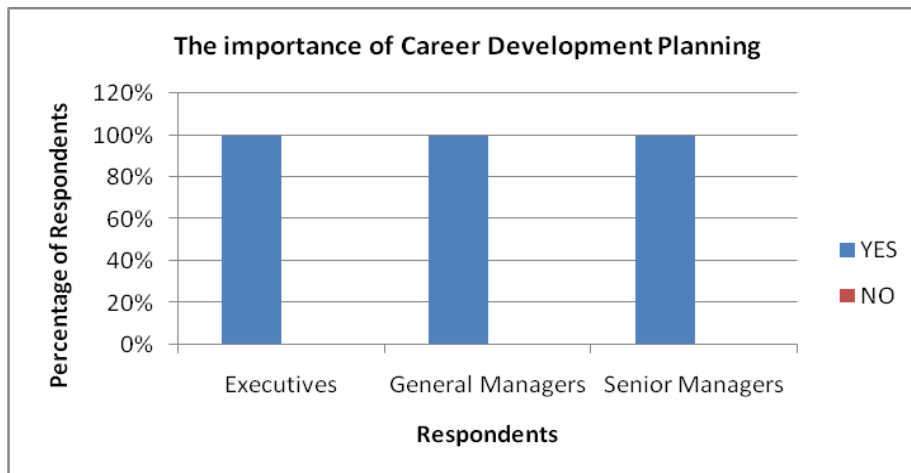
The fifth and last section of the questionnaire was designed to determine what the five key factors that enable and limit the effectiveness of career development planning according to the respondents.

The next section presents the findings per question, grouped according to the sections discussed above.

## 5.2. The importance of Career Development Planning

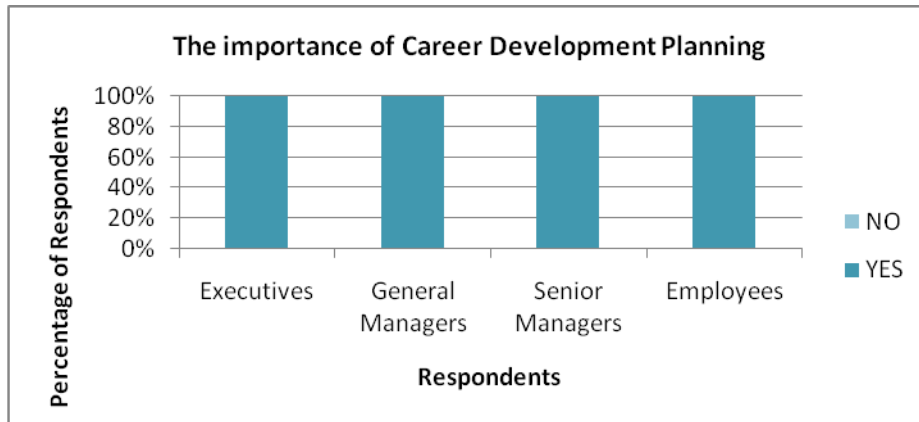
It was discussed in chapter 3 (literature review) that career development is an *ongoing process* by which individuals progress through a series of stages in their careers, with each stage characterized by a relatively unique and sometimes complex set of issues. Career development planning speaks to how individuals then deliberately plan for these series of growth and movement. Greenhaus, Callan and Godshalh (2000) go as far as to say employees shouldn't leave their Career Development to chance.

### 5.2.1. The importance of Career Development Planning to MTN SA employees



**Figure 5.1. The importance of Career Development Planning Question 1.1? (Source: Appendices A & B)**



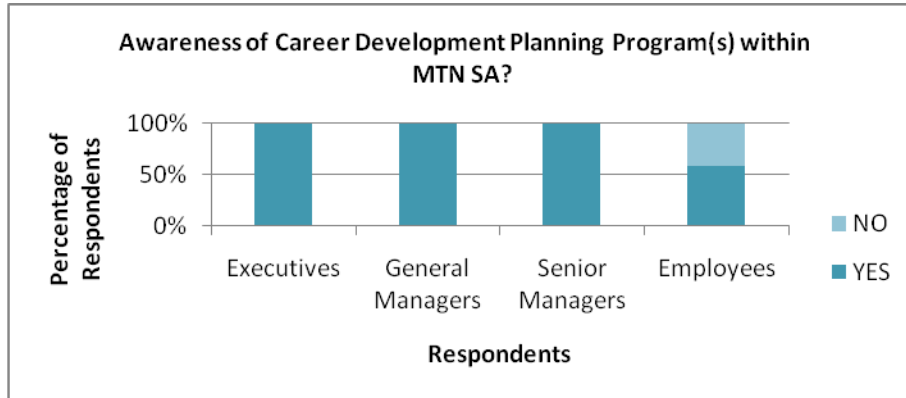


**Figure 5.2. The importance of Career Development Planning  
Question 1.2 (Source: Appendices A & B)**

These two questions were asked to determine upfront whether they view Career Development Planning as important or not. This would determine whether or not there is even value in MTN SA endorsing company-wide Career Development Planning.

Figure 5.1 and 5.2 above clearly indicate that all the employees surveyed view Career Development Planning as an important aspect of their employment. The following sections will give more details as to why Career Development Planning is considered important by employees across all the levels of the organisation.

## 5.2.2. The awareness of career development planning within MTN SA



**Figure 5.3. The level of awareness Career Development Planning Question 1.3 (Source: Appendices A& B)**

According to figure 5.3 100% of Senior Management is aware of the existence of Career Development Planning within MTN SA, whilst only 59% of general employees are aware of its existence.

The researcher's assumption is that the awareness is higher in Senior Management as Management tends to be more exposed of the different issues that happen within the business. This is also generally true for other strategic issues as MTN and most organizations tend to use a top-down approach to Communications, which means that information is disseminated first to Senior Managers who then disseminate it down to their subordinates.

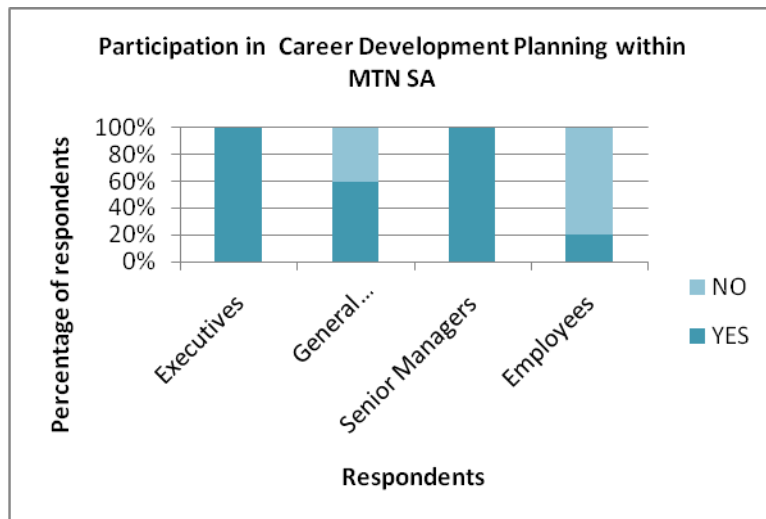
The data collected also indicated that the awareness decreases as the job level decreases, which means that the bulk of 33% of the general employees who claim to not be aware are found at the lowest job levels.

This is supported by the fact that the current approach to Career Development Planning within MTN SA is to focus on Senior Managers and upwards, even though certain departments have started to introduce it to other job levels.

The researcher would also like to point that, some people tend to equate Career Development Planning with Training and development, although literature shows that Training and development is an aspect of Career Development Planning.

One of the things mentioned in the literature review in Chapter 3 is that “Career Development Planning programs have a role in the organisation and can benefit to both the organization and an individual. Schultz & Schultz (2002)

### 5.2.3. Participation in career development planning



**Figure 5.4. The level of participation in Career Development Planning Question 1.4 (Source: Appendices B & C)**

Figure 5.4 further corroborates what was discussed in the previous paragraph, because only 20% of general employees are currently part of a Career Development Program.

The researcher would like to highlight the following findings with regards to this:

- Of the 20% of general employees that are currently part of Career Development Planning, approximately 14% came from one department which is the Chief Finance Organisation (CFO). Upon investigating this further, the researcher found that of all the 6 organisations within MTN SA namely Chief Finance Organisation (CFO), Chief Marketing Organisation (CMO), Chief Technology Organisation (CT), Chief Sales Organisation (CSO), Chief Services Organisation (CSSO) and Chief Corporate & Legal Organisation (CCLO), only the CFO actually had a robust Career Development Planning Program which is even

published on the Intranet. The researcher also learnt that approximately 98% of employees within this organisation have Individual Career Development Planning Programs in place, those who don't yet have them are in the process of finalizing them. The researcher will elaborate on this further when discussing part of the questionnaire.

- There's also 40% of General Managers who mention that they are currently not part of a Career Development Program. The following reasons is what they cited when the researcher interviewed them:
  - They don't see value in the way the current program is structured and they would see more value in things like "shadowing" executives, participating in executive decision making, being more exposed to executive functions such as board papers, board meetings, etc. In their view the current programs focus too much on "Classroom training."
  - Another General Manager interviewed cited that, in her view, Career Development Planning at that level is not equally accessible to everyone. She went as far as to say: "It really depends on who you are."

#### 5.2.4. The perceived value of career development planning

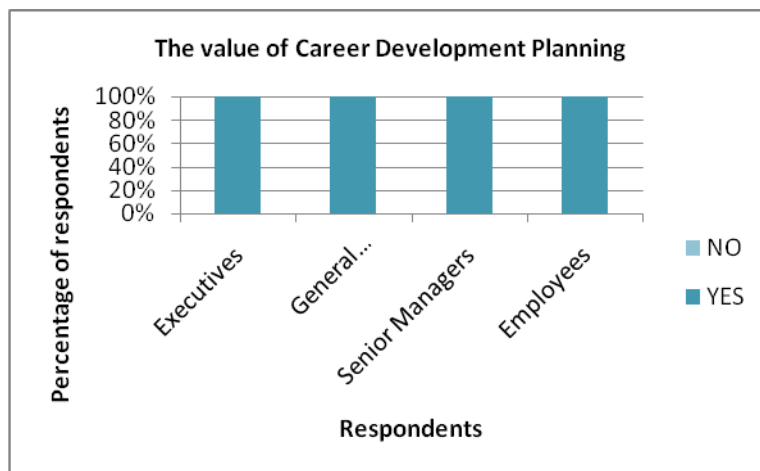


Figure 5.5. The perceived value of career development planning (Source: Appendices B & C)

Figure 5.5. is line with and further corroborates figure 5.2.

What the researcher is asking herself is that if Career Development is considered to be important and valuable, why is it that only 59% of general employees surveyed are aware of Career Development Planning within MTN SA? The limitation of the research design in this regard, is that the researcher wasn't able to probe deeper to gain insights into why this is the case. However, the findings of part four and five to follow may give a better understanding of this.

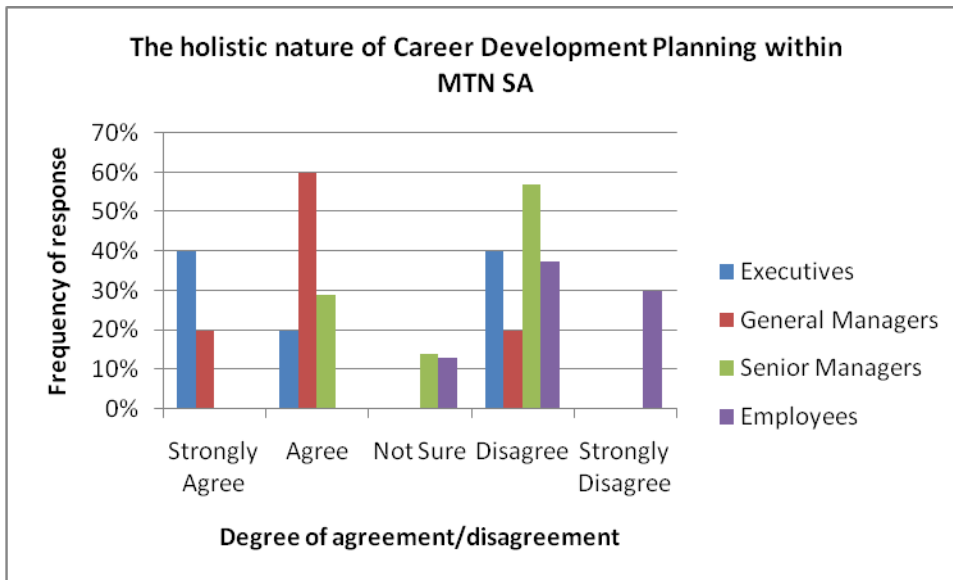
### **5.3. The staff's perceptions of career development planning within MTN SA**

#### **5.3.1. The holistic nature of Career Development Planning within MTN SA**

Literature indicates that one the short-comings of how Career Development Planning is implemented within most organizations, is that the focus tends to be on developing only one set of skills as opposed to developing a set of key skills.

According to some of the literature reviewed, in order to advance and get to Senior Management, employees need to be all-rounded and have technical, personal, leadership and behavioural skills. Often in many organizations, the focus is on technical skills. The researcher's reasoning for this is that the technical skills are generally those that are directly linked to output/ results and because many organizations like MTN are results-driven, it is explicable that the focus would be on the development of technical skills.

There's also a perception that only people in Senior Management's behavioural and leadership skills should be honed, because those skills are required more for their performance.



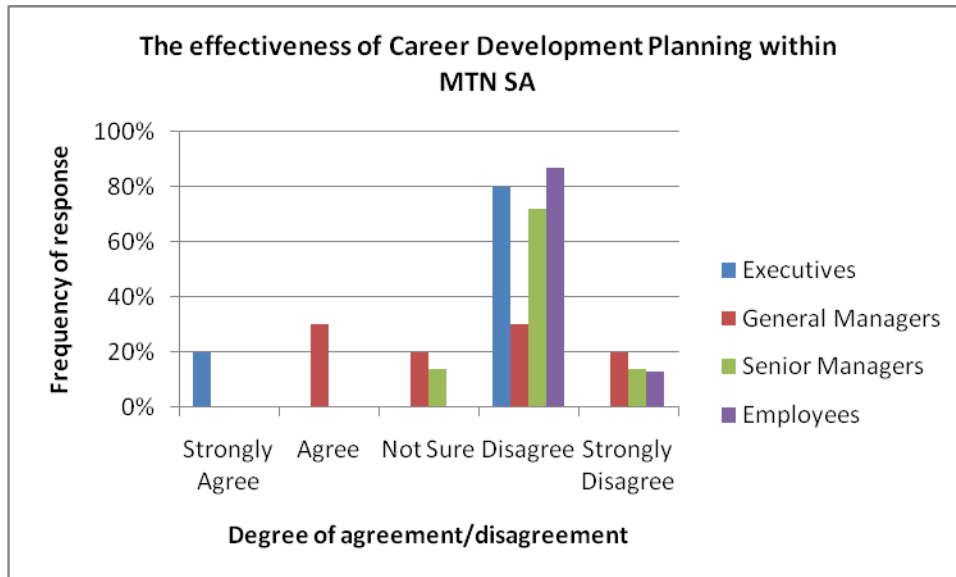
**Figure 5.6. The holistic nature of Career Development Planning within MTN SA**  
**Question 2.1: (Source: Appendices B & C)**

According to figure 5.6 executives and General Managers and Executives tend to agree more that Career Development Planning within MTN SA is done in a holistic manner where it looks at the development of technical, personal, management and leadership skills than Senior Managers and general employees.

This is in line with what the theory states as well as researcher’s “theory” that there’s no perceived need to develop other skills in general employees as the requirement of those skills is only perceived to be in Senior Management.

The concern is raised, however when looking at the fact that 57% of Senior Managers disagree with this statement. This could be an indication that even for Senior Managers it’s not done in a holistic manner and may therefore not be addressing its objectives. The researcher also discovered that Senior Managers are appraised using a 360 degree appraisal method which is intended to appraise not only manager’s technical performance but also their perceived people’s, leadership and behavioural skills. (Source: Kashnee Pillay, MTN Learning & Development Department)

### 5.3.2. The perceived effectiveness of career development planning within MTN SA



**Figure 5.7. The effectiveness of Career Development Planning within MTN SA**  
**Question 2.2: Source: Appendices B & C)**

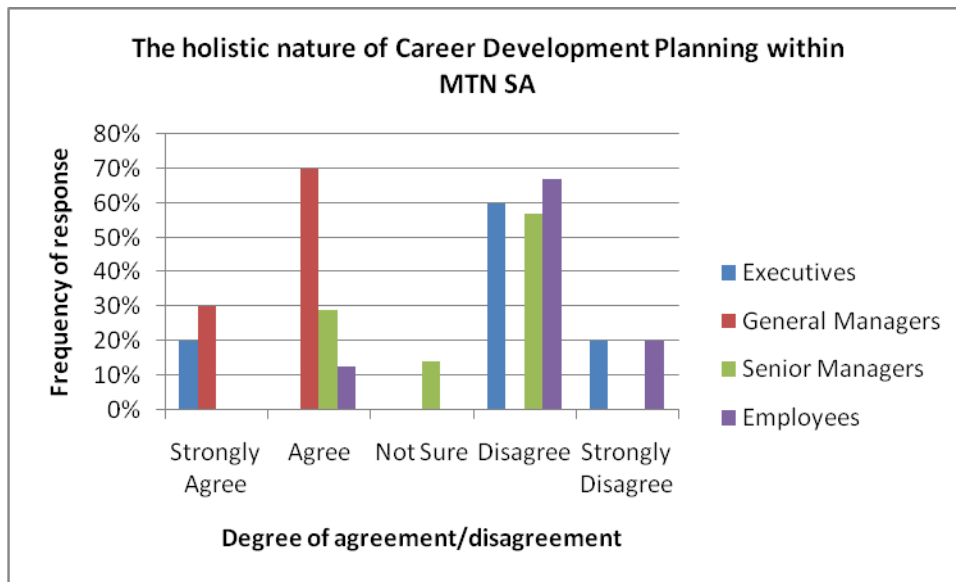
Figure 5.7 indicates that there's consensus amongst executives, general Managers, senior managers and general employees that career development planning within MTN SA is not implemented effectively across different levels. Upon probing during the interviews, the reasons cited included the fact that it's not done in a holistic manner across different job levels and the fact that there is low participation across the organisation as indicated in the findings of part 1. The respondents also stated that there is a lot of room for improvement; therefore it would be counterproductive to that to say that it's implemented effectively.

The researcher would like to mention that the executive who strongly agreed with the statement that Career Development Planning within MTN SA is implemented effectively at ALL job levels(as indicated by the 20% on figure 5.7) further elaborated that this only applies to employees who are part of the Graduate Development Program (GDP) and this perception is based on his organisation which is CCLO and the assumption that the program is Standard across the organisation.

### 5.3.3. The perceived effectiveness of career development planning within Departments

Figure 5.6 above shows the results of the question: “Career Development Planning within MTN SA is done in a holistic manner where it looks at the development of technical, personal, management and leadership skills.

This next figure indicates the findings when the question is changed to apply to the individual department.



**Figure 5.8. The holistic nature of Career Development Planning within MTN SA Question 2.3: (Source: Appendices B & C)**

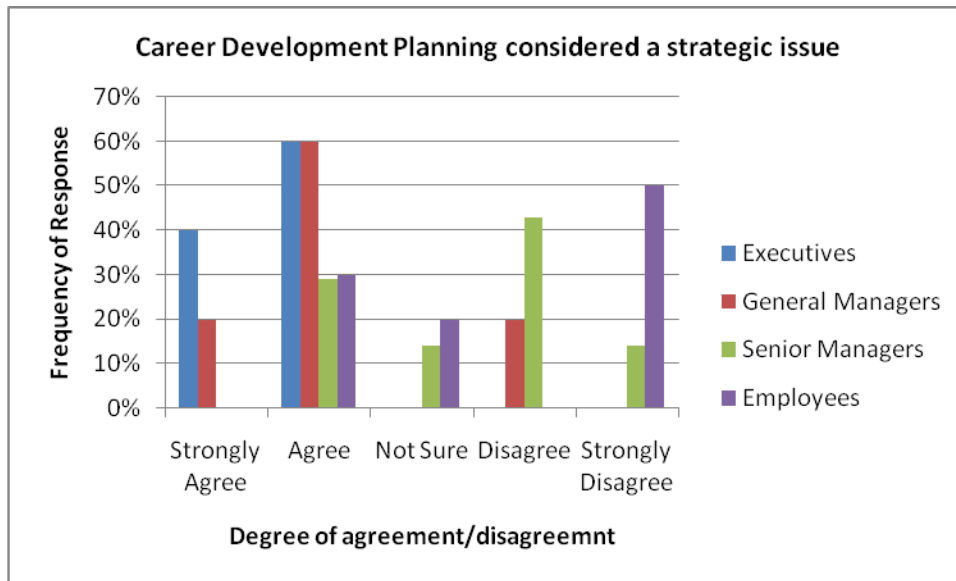
The picture’s slightly different because now 70% of the General managers agree with this statement whilst 30% strongly agree, meaning all the general managers interviews agree with this statement somewhat. On the other hand,60% of the executives disagree and 20% strongly disagree. This view is more in line with the responses of the Senior Managers and General Managers.

Could this be an indication of an interview bias, where a respondent in an interview gives a response that he or she perceived to be more socially acceptable. (Babbie & Mouton, 2003)

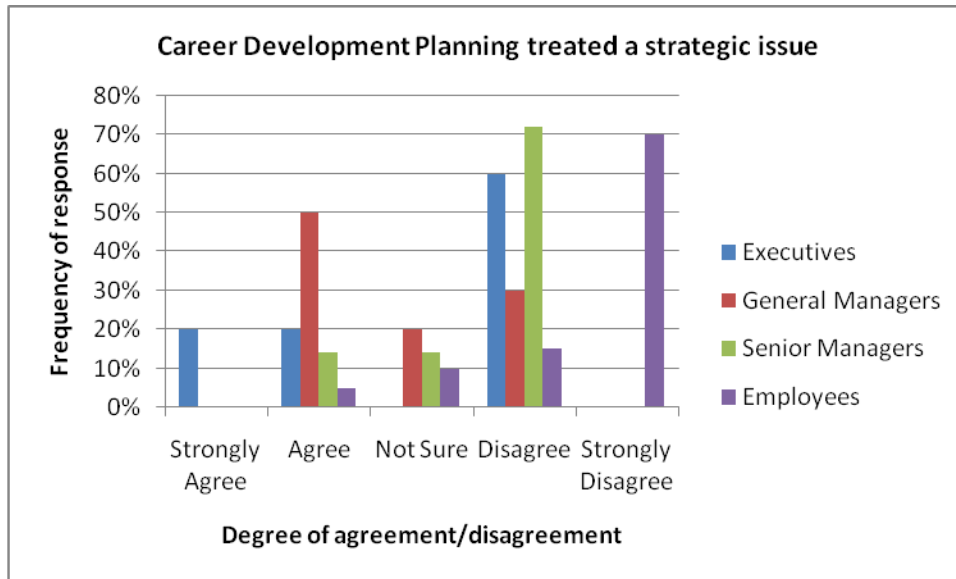


When probed, the executives stated that they have the vision for effective and holistic Career Development Planning and are working on strategies because they see value in it as indicated in part 1 finding. However, their departments are not there yet and it would be a misrepresentation of reality if they respond otherwise.

**5.3.4. Career Development Planning considered a strategic issue within MTN SA.**



**Figure 5.9: The holistic nature of career development planning Planning within MTN SA Question 2.4: (Source: Appendices B & C A)**



**Figure 5.10: The holistic nature of career development planning within MTN SA**  
**Question 2.5: (Source: Appendices B & C)**

Figures 5.9 and 5.10 look at the same issue differently. The researcher asked this question to determine whether MTN SA is “walking the talk” when it comes to Career Development Planning.

100% of Executives agree to an extent (40% strongly agree, 60% agree) that Career Development Planning is considered a strategic issue within MTN SA.

The sentiment is shared by 80% of General Managers who agree to an extent that Career Development Planning is considered a strategic issue. On the other hand 50% of Senior Managers and general employees disagree to an extent with this statement.

The researcher’s opinion of this misalignment is that General Managers and Executives are more exposed to strategic discussions and going back to the top-down approach to communication within MTN SA, the strategic requirement would be communicated to the Executives and General Managers and the onus would be upon them to communicate this as well as ensure that it’s ultimately employed as they are the ones that would be held responsible by the Managing Director and the Board.

This picture changes slightly, when the question is asked as whether Career Development Planning is treated as a strategic issue within MTN SA. Now 60% strongly disagree that Career Development Planning is treated as a strategic issue within MTN SA.

When probed, one of the executives stated that the resources (human, time and financial) allocated to Career Development Planning does not reflect the view that it's a strategic issue. Another executive stated that it's there in theory, but there isn't anything active that indicates that it's treated as a strategic issue. What's interesting to note is that even though the percentage has decreased from 80% for General Managers, their percentage is the highest across the different groups.

This percentage was pushed up by the General Managers from CFO. Looking at it that way, it makes sense to the researcher because as previously discussed CFO is the only organisation that currently has robust Career Development Planning in place. Another General Manager mentioned that the fact that the percentage that People Management now makes up in Management's Key Performance Areas (KPA's) is an indication that Career Development Planning is no longer just considered a strategic issue.

### **5.3.5. The buy-in and support of Career Development Planning**

The importance of buy-in and support of the process was discussed in the literature review was discussed. It was indicated that, just like with any project it is important for the different stakeholder to buy into the process.

The same approach used figures 5.6. and 5.7 were used for figure 5.9 and 5.10. In this instance the researcher looks at the perceived management support and buy-in of Career Development within MTN SA as a whole as well as departmentally.

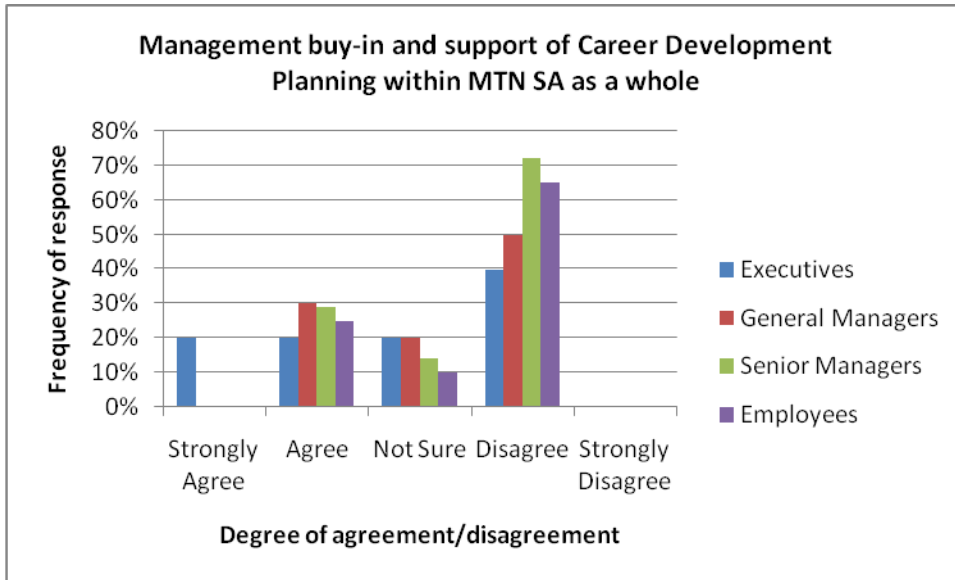


Figure 5.11: The management support and buy-in of career development planning within MTN SA as a whole. Question 2.6 (Source: Appendices B & C)

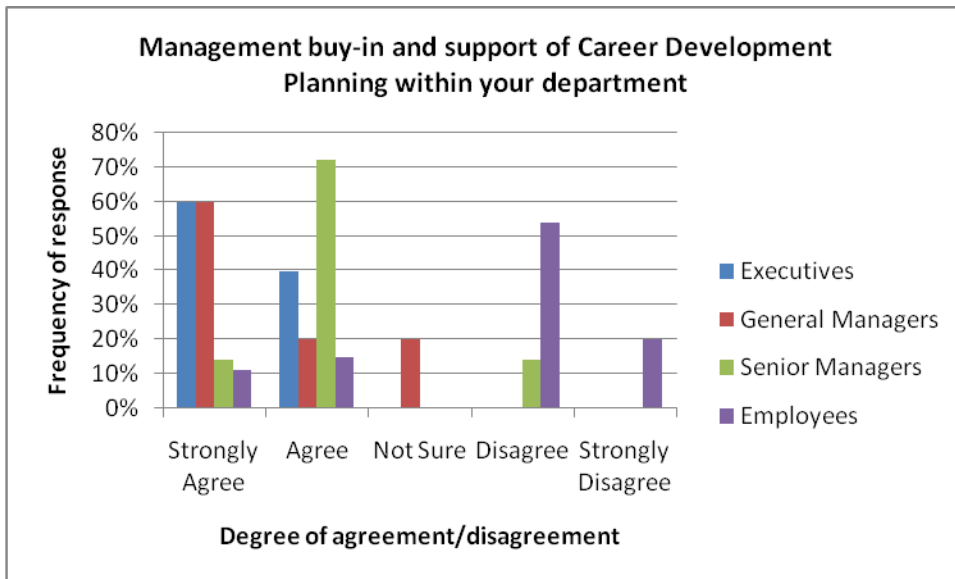


Figure 5.12: The management support and buy-in of career development planning within MTN SA as a whole. Question 2.7 (Source: Appendices B & C)

The researcher has observed that a trend is starting to appear when questions are asked general to MTN SA as a whole versus when they are applied to the specific department. The researcher has picked up an occurrence of “interview bias” as discussed previously.

Figure 5.11 and 5.12 indicate that only 30% of Senior Management (Executives, General Managers and Senior Managers) agree to some extent with the statement Career Development Planning has the necessary management buy-in and support. As soon as the question is asked specific to the department, the percentage increases to over 70% with 60% of executives and General Managers strongly agreeing whilst 40% and 20% of Executives and General Managers respectively agreeing with the statement.

What is also interesting to the researcher is that approximately 70% of Senior Managers and general employees disagree that Career Development Planning has the necessary management buy-in and support. This is indicated by figure 5.12. However 80% of Senior Managers agree to an extent with this statement when the question is asked specifically to their department. General employees's responses remain consistent; where 70% disagree with the statement when applied to MTN and 60% disagree when applied to their departments. There's also between 10%-20% of responses who answered that they are not sure when asked about management buy-in and support within MTN as a whole.

The one certain thing that figure 5.11 indicates is that Management are either perceived to not support and buy-in to Career Development Planning, they are genuinely not supportive of it or they are not doing enough to visibly show their support of the phenomenon.

During the interviews all General Managers and Executive Managers indicated that there's a new strategic focus on Career Development Planning and for this to be realised, management will have to do more to improve this perception amongst the general employees as the participants of Career Development Planning.

Another possibility is that general employees may generally be negative to management or there may be misalignment with what Management deem enough with what general employees deem enough.

### 5.3.6. Career development planning and the Human Resources Department

Figure 5.13. below shows that there seems to be some agreement with the statement that Career Development Planning is seen as the responsibility of the HR Department in MTN SA, with 60% of all respondents agreeing to this and another 40% of Executives and General employees agreeing with. 40% of General Managers disagree with this statement, citing that they are of the opinion that most employees know that Career Development Planning is not only the responsibility of the HR Department.

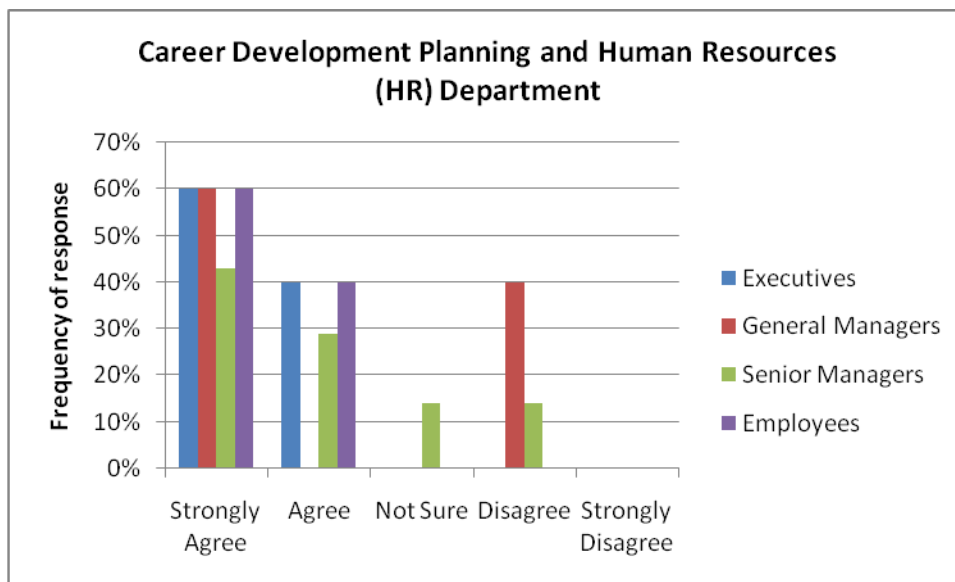
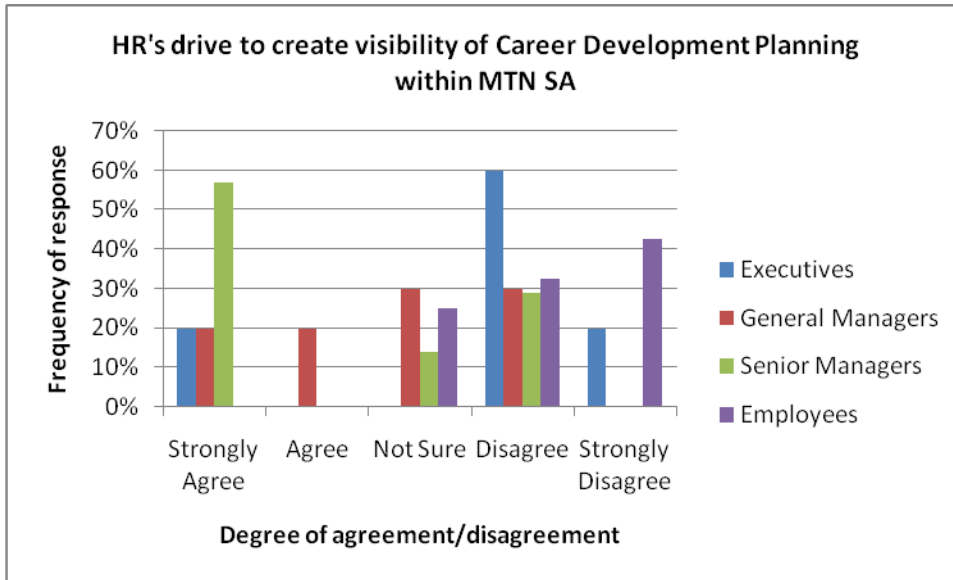


Figure 5.13: Career development planning and Human Resources Department.

Question 2.8(Source: Appendices B & C)

### 5.3.7. The drive by HR to promote and create visibility of career development planning

This question on the other hand asked whether employees are of the view that the HR department is doing enough to promote and create visibility for Career Development Planning within MTN SA.



**Figure 5.14: Career development planning and Human Resources Department.**  
**Question 2.9: Source Appendices A & B)**

According to figure 5.14 70%-80% of general employees and executives disagree to an extent with this statement, whilst 57% of Senior Managers strongly agree with it. An explanation could be that Senior Managers are more operational involved with the efforts of Human Resources, whilst the other groups may not be

### 5.3.8. Who's responsible for career development planning?

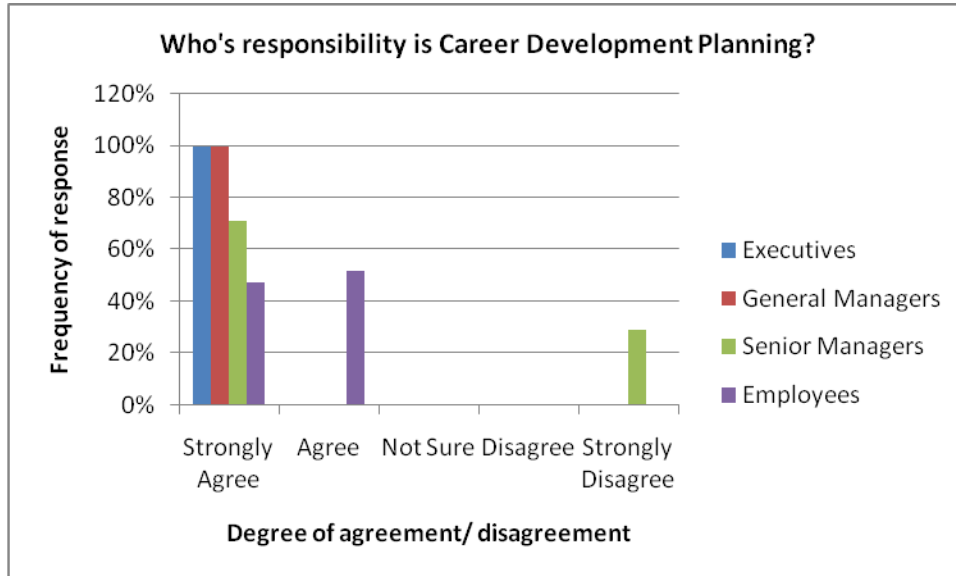


Figure 5.15: Career development planning and Human Resources Department.

Question 2.10: (Source Appendices B & C)

80%- 100% of the groups either agree or strongly agree with the statement that Career Development Planning is the joint responsibility of the employee and his/her manager whilst HR is there to provide guidance and the necessary tools. 29% of Senior Managers disagreed with this statement and no explanation is available for that.

The researcher is wondering whether this finding is not a contradiction to the answers provided for the previous question where the majority of the groups indicated that HR is not doing enough to promote and create visibility for career development planning.

There is however consensus amongst authors as indicated in chapter 3, that career development planning is the role of and needs to be driven by the employees, whilst human resources management is there to facilitate the process and provide the necessary career development planning tools.



## 5.4. The five key strategic roles of career development planning

For this part of the questionnaire a category ranking scale was used, where five responses were provided and the respondents had to rank them from 1-5 in order of importance.

The findings are broken down by the response group and at the end a summary is included in a tabular format to provide a snapshot.

### 5.4.1. The five key roles of Career Development Planning according to Executives

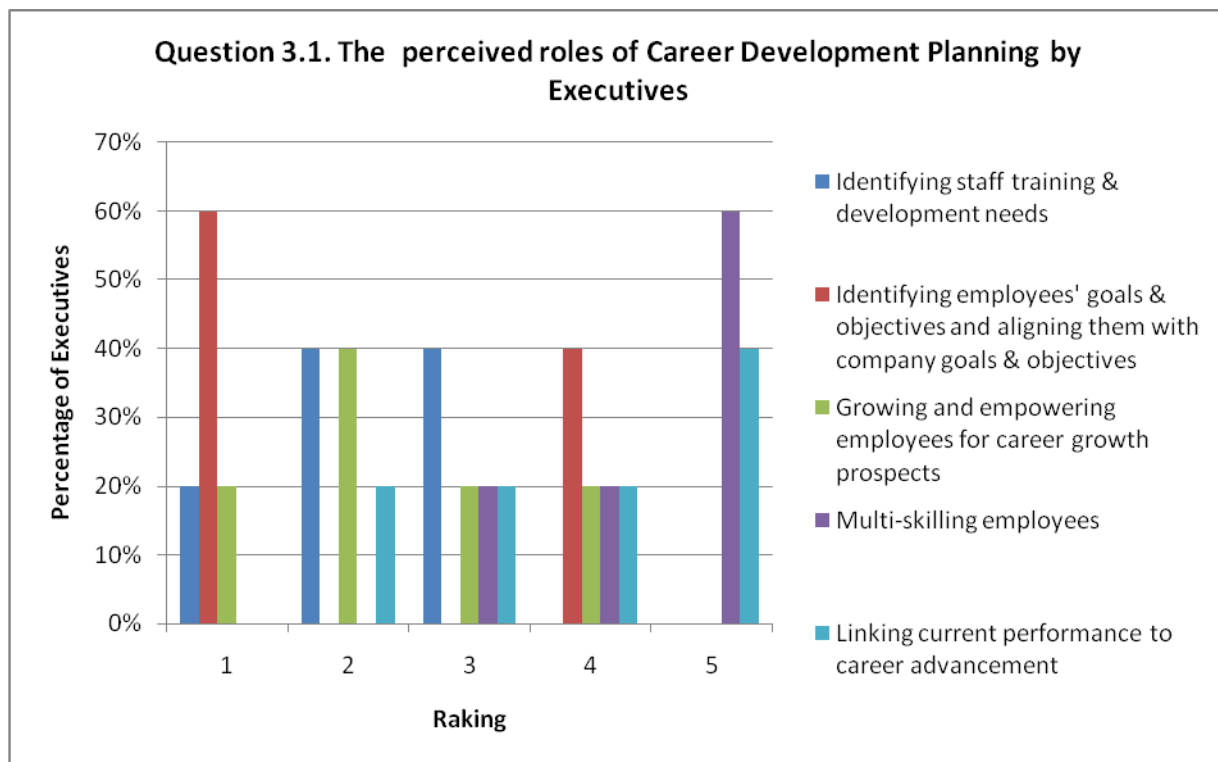


Figure 5.17: The five key roles of career development planning.

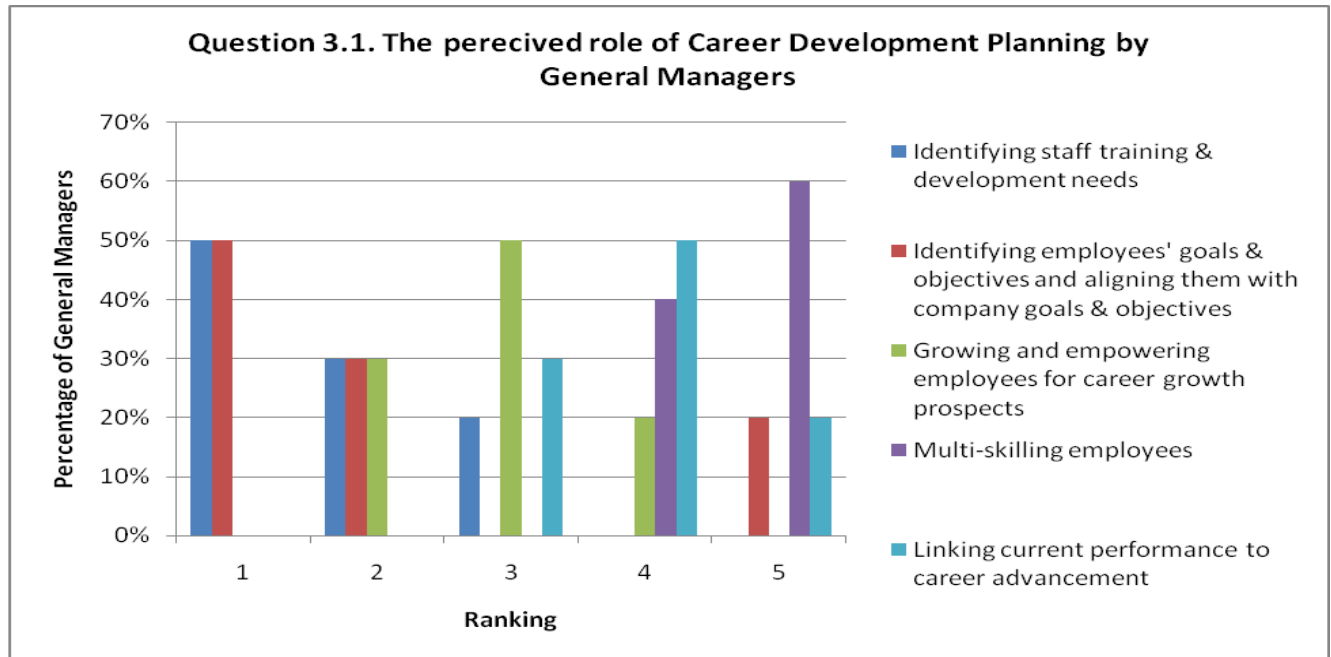
Question 3.1: (Source: Appendices B & C)

The executives were asked what in their view the five key roles of Career Development Planning are.

Figure 5.17 shows that they ranked the responses according as follows:

- 60% ranked “identifying employees’ goals and objectives and aligning them with company goals” as the most important role of Career Development Planning. When probed on this, the executives provide a rationale which is in line with literature which states that employees are more likely to buy into and commit a company’s vision if they see themselves as an active part of it.
- The second highest ranked role is “growing and empowering employees for future growth prospects” with 20% of the executives ranking it number 1 and another 40% ranking it number 2. The rationale provided for this is that in order for employees to see value in Career Development Planning, they need to see it in action and see it as a tool that can provide them with opportunities to grow within an organisation.
- Identifying staff training and development needs was ranked as the second and third most important goal respectively by 40% of the executives.
- Multi-skilling employees was ranked as the least important role of these five by executives

### 5.4.2. The five key roles of Career Development Planning according to General Managers



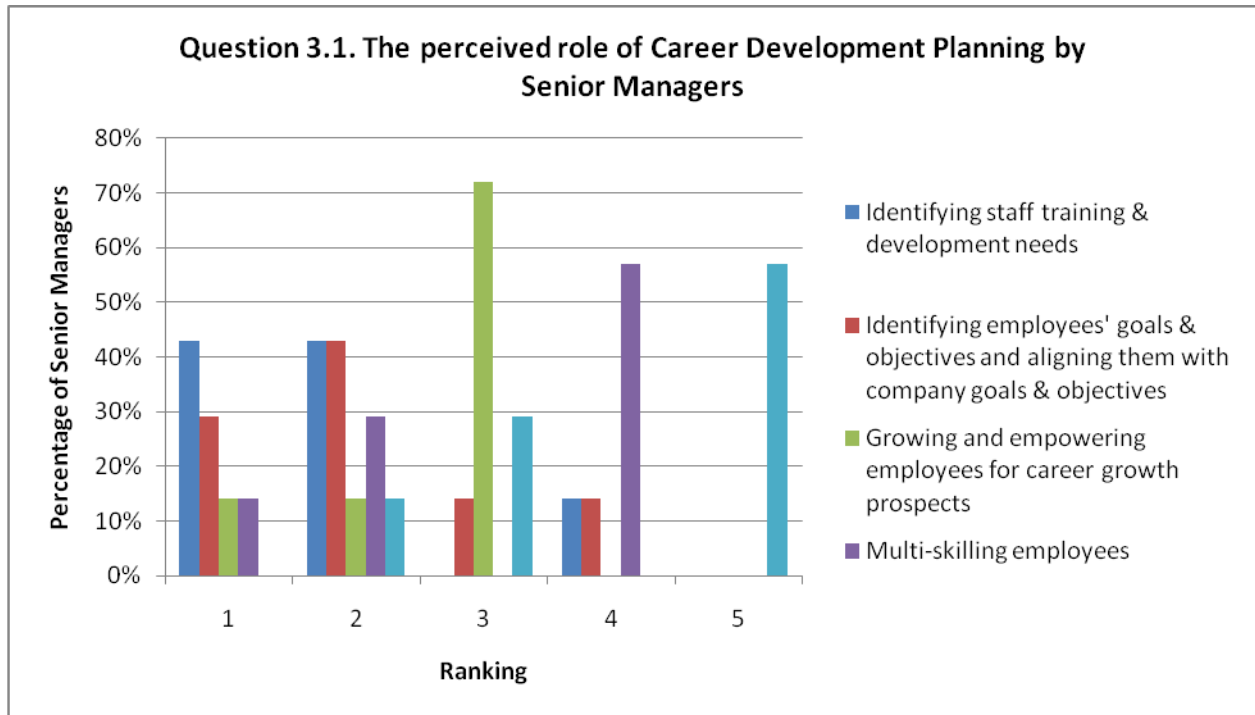
**Figure 5.18: The five key roles of career development planning according to General Managers**  
(Source: Appendices B & C)

The general managers were also asked what in their view the five key roles of Career Development Planning are.

Figure 5.18 shows that they ranked the responses according as follows:

- 50% ranked “identifying employees goals and objectives and aligning them with company goals” as equally important as “identifying staff training needs, followed
- The least important role according to general managers is multi-skilling employees, whilst the other three roles were ranked in the middle of the scale.
- Identifying staff training and development needs was ranked as the second and third most important goal respectively by 40%

### 5.4.3. The five key roles of Career Development Planning according to Senior Managers



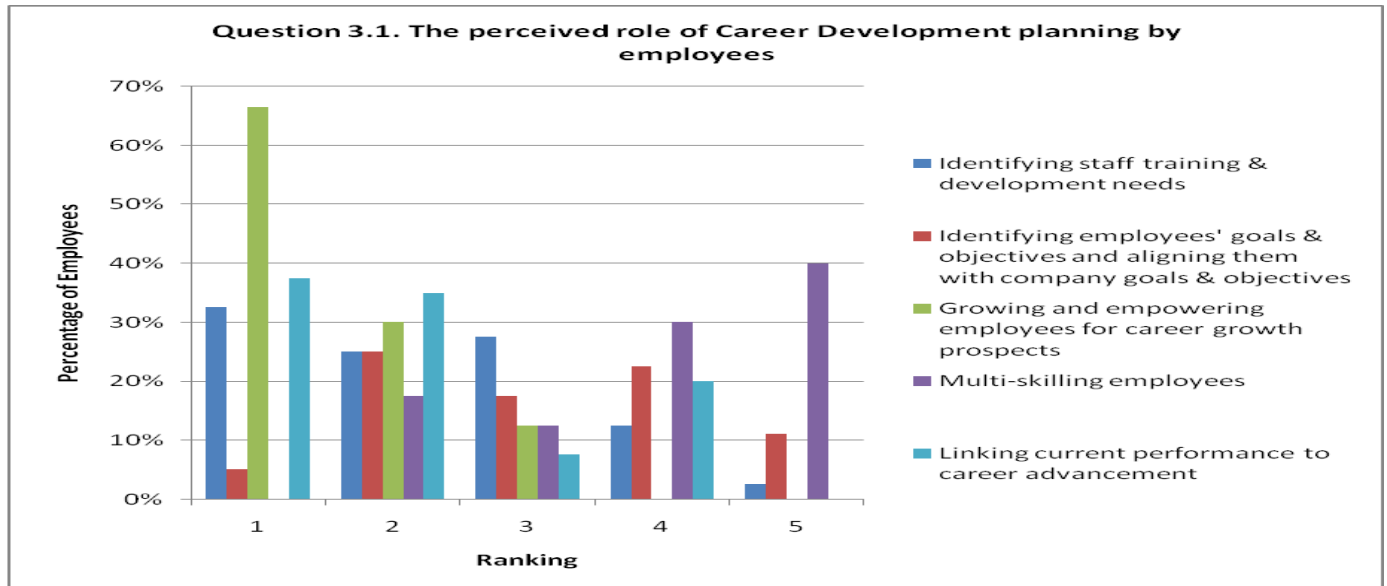
**Figure 5.19: The five key roles of career development planning according to Senior Managers**  
(Source: Appendices B & C)

The senior managers were asked what in their view the five key roles of Career Development Planning are.

Figure 5.19 shows that they ranked the responses according as follows:

- 40% ranked “identifying training and development needs” as being the number 1 roles, whilst another 40% ranked goal alignment as the second most important role.
- This fact that “identifying training and development needs” is ranked high amongst this group correlates with literature that states that most organisations tend to equate career development planning to training and development.

#### 5.4.4. The five key roles of career development planning according to general employees



**Figure 5.20: The five key roles of Career Development Planning according to general employees**  
(Source: Appendices B & C)

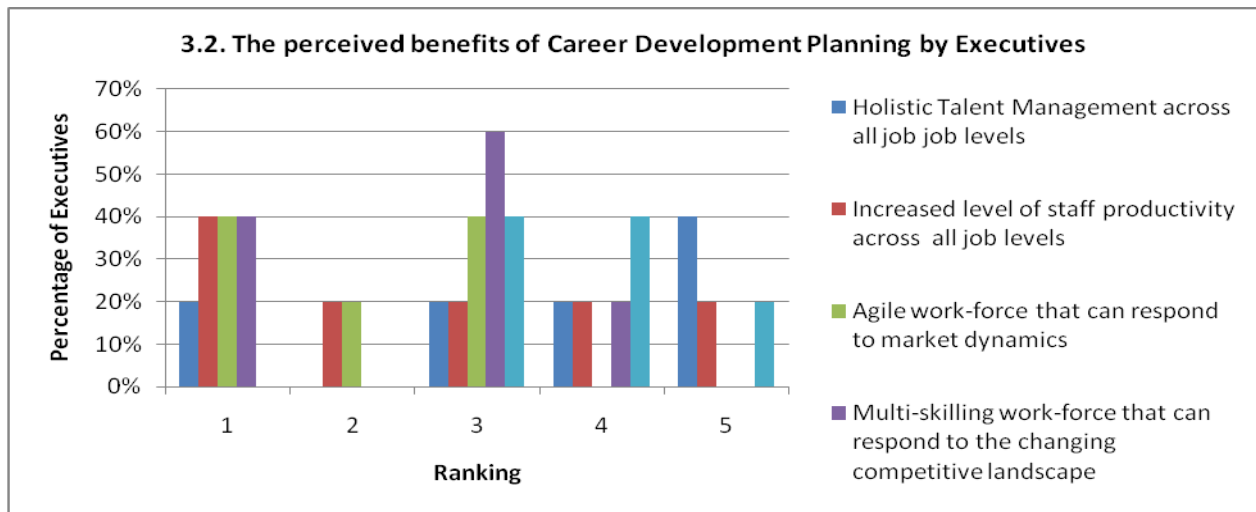
The one thing that stands out as presented but figure 5.20 is that unlike the senior management, employees view the most important role as growing and empowering them for career prospects. This goes back to what was discussed in the literature, that employees have become more demanding of organisations when it comes to their career development.

Just like with senior management, employees also rated multi-skilling employees as being the least important role of career development planning.

## 5.5. The five key benefits of Career Development Planning

This part of the questionnaire is similar to the previous one where a category ranking scale was used.

### 5.5.1. The five key strategic benefits of Career Development Planning according to executives.



**Figure 5.21: The five key benefits of career development planning according to Executives**  
(Source: Appendices B & C)

Figure 5.21 indicates that the highest perceived benefits of career development planning for executives are increased levels of staff productivity across the board, an agile workforce and a multi-skilled workforce that can respond to the changing competitive landscape

What's interesting is that talent management, which either indicates an organisation-centric view of career development plan or a lack understanding or perceived importance of holistic talent management as discussed in chapter 3.

### 5.5.2. The five key benefits of Career Development Planning according to general manager

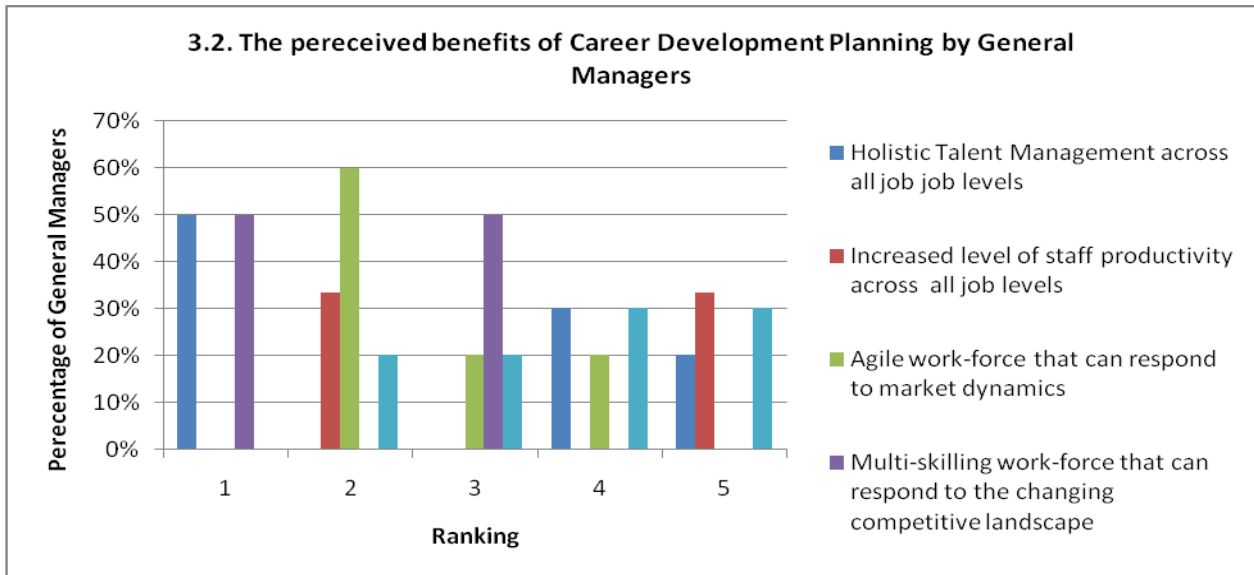


Figure 5.22: The five key benefits of Career Development Planning according to General  
(Source: *Appendicex B & C*)

On the contrary to executives, Figures 5.22 indicates that general managers rate the importance of holistic talent management higher than executives. This could be because managers at this level tend to be more involved about the process of recruiting and managing talent than executives, for whom this concern is addressed through succession planning

## 5.6. Career development planning and MTN’s leadership

In order for Career Development planning to be adopted as a strategic tool, the topic in itself needs to be viewed as a strategic issue and be endorsed by the leadership. This section of the questionnaire looked at Management’s current role and standing on career development planning.

### 5.6.1. Are leaders doing enough to drive and promote career development planning within their teams/ departments?

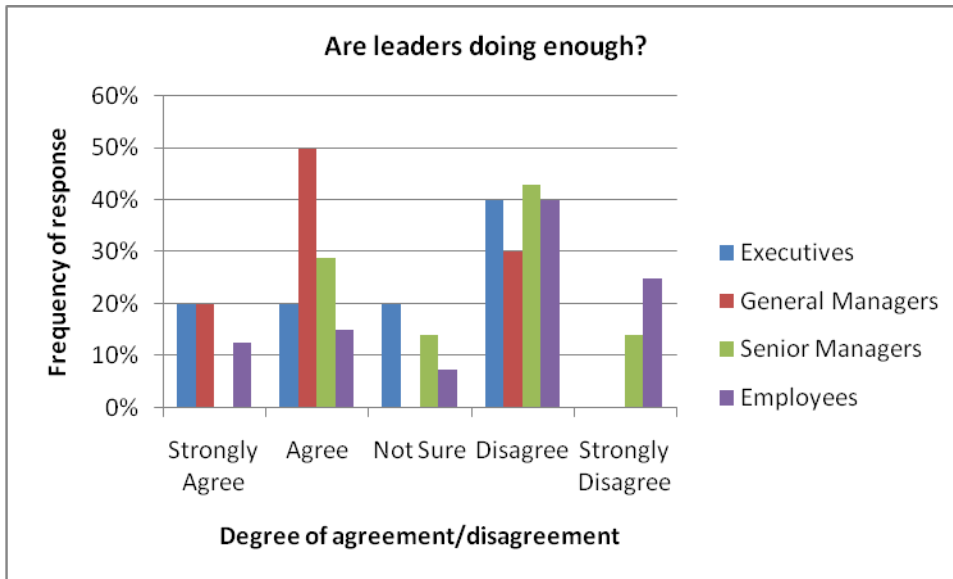


Figure 5.24. Are leaders doing enough?

(Source: Appendices B & C)

- 50% of general managers agree that they as leaders are doing enough to promote career development planning within their departments, whilst another 20% agree with this.
- On the contrary over approximately 40% of the other respondents disagree with this statement, whilst a further 15% and 25% if senior manager and general staff disagree with this.
- This clearly indicates that there is a disconnect between what general managers believe to be doing and how their subordinates perceive their efforts. This could also indicate a “respondent bias,” which happens when a responded gives a response that is perceived to be socially acceptable.



5.6.3. Strategic focus of career development planning within the department.

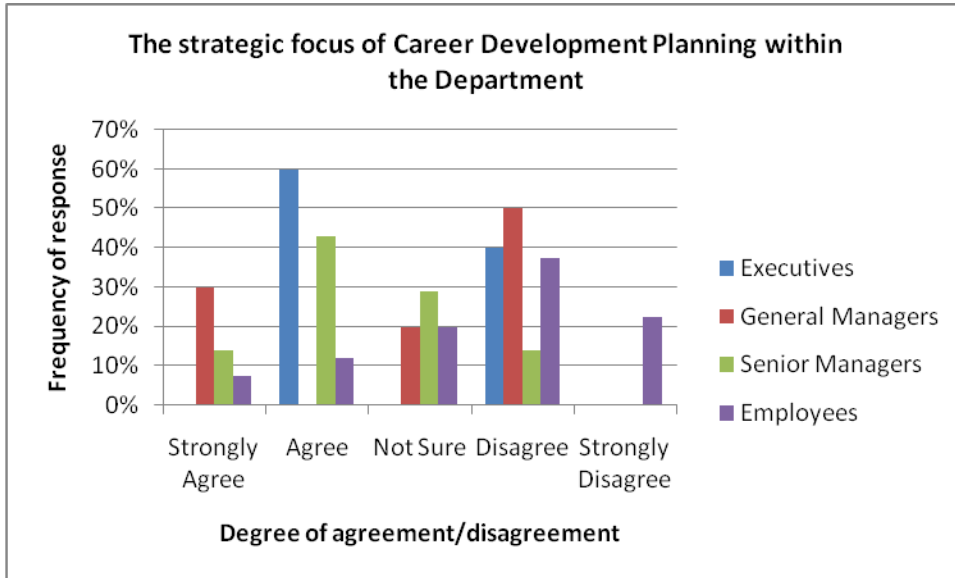
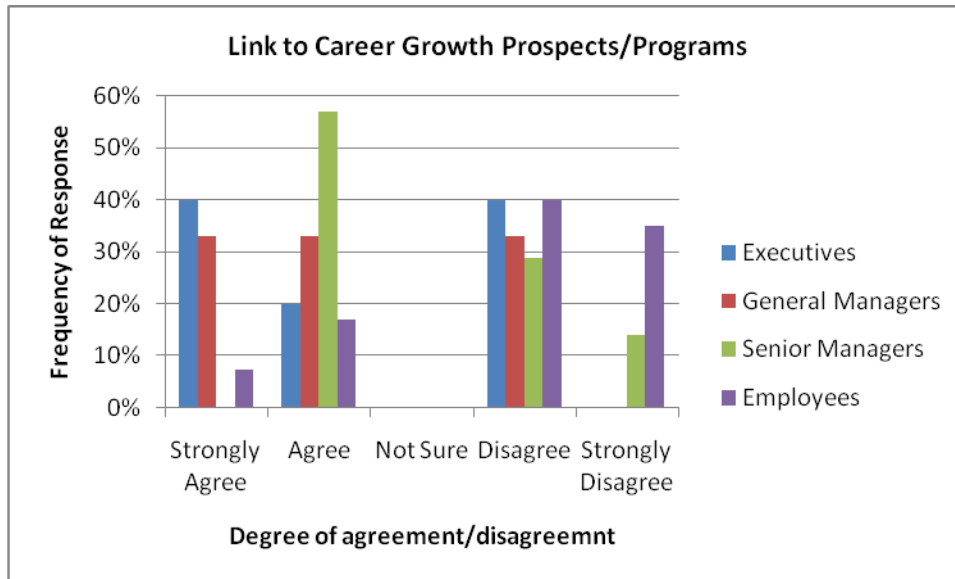


Figure 5.26. Are leaders doing enough?  
 Question 4.3:(Source: Appendices B & C)

Figure 5.2.6 shows that 60% of executives agree that career development planning is a strategic focus areas in their departments, but 50% of their direct reports disagreed with this statement. On the other hand over 60% of general staff disagreed with the statement to a certain extent.

The researcher’s assumption is that general staff are not as close to strategy as senior management and their would therefore make some sense. What is concerning however is that general managers disagree with this. What is causing such a disconnect, because of all these groups, executives and general managers should have a shared view of strategy

#### 5.6.4. Linking career development planning to career advancement prospects



**Figure 5.27. Direct link between career growth prospects and career development planning Question 4.4 (Source: Appendices B & C)**

According to figure 5.27, 60% of executives, general managers either agree or strongly agree that career development planning within MTN is directly linked to career growth prospects and programs such as LEAP, HIPO, etc, whilst 80% of general staff either disagree or strongly disagree with this statement.

MTN policy states that the career these career growth prospects should be linked to career development planning.

This varying degree of responses could either indicate that there's a perceived lack of transparency of the process or employees might be experiencing a level of dissonance for not being selected.

### 5.6.6. Leaders benefiting from Career Development Planning

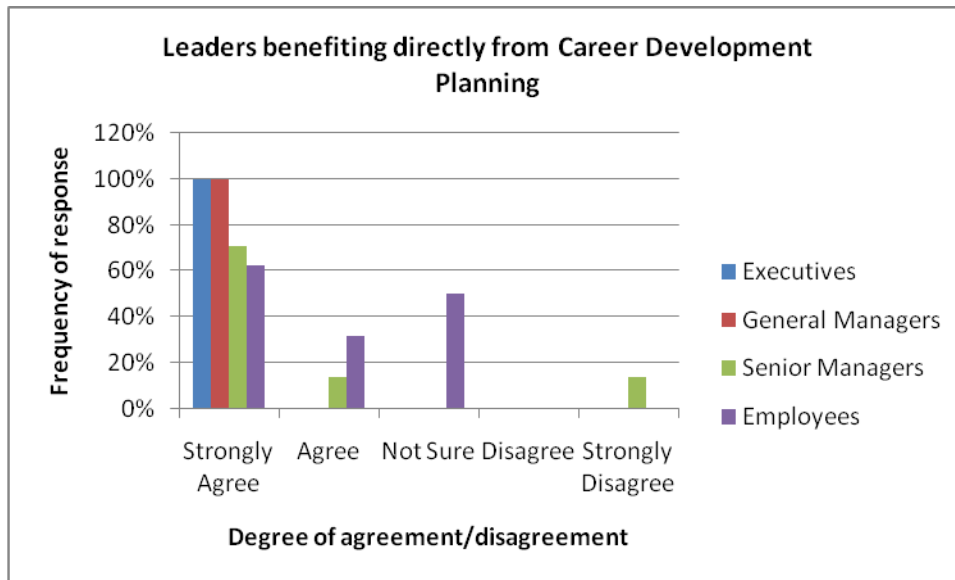
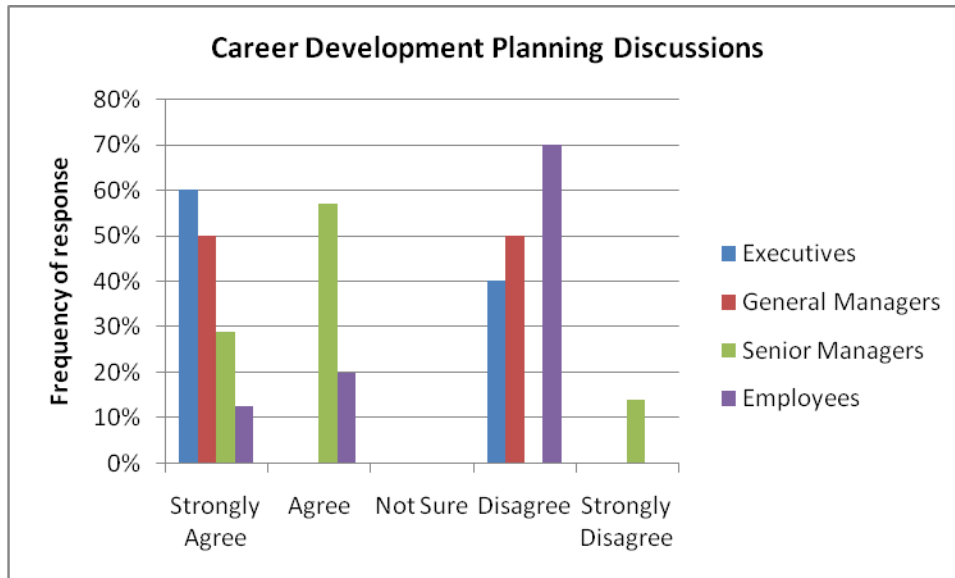


Figure 5.29.

Question 4.7 (Source: Appendices B & C)

60% of the respondents agreed that leaders would benefit directly from career development planning

### 5.6.7. Career development planning Discussions



**Figure 5.30. Career Development Planning discussions outside performance appraisals. Question 4.8(Source: Appendices B & C)**

When asked whether discussion on career development planning even take place outside performance appraisals, 60% of executives and 50% of general managers and senior managers agreed. However, 70% of the general employees and 50% of general managers disagreed. The question would like to know then,who these career development planning discussions with happen with if the intended participants don't know about them?

### 5.6.8. Linking career development plans of candidates to job promotion

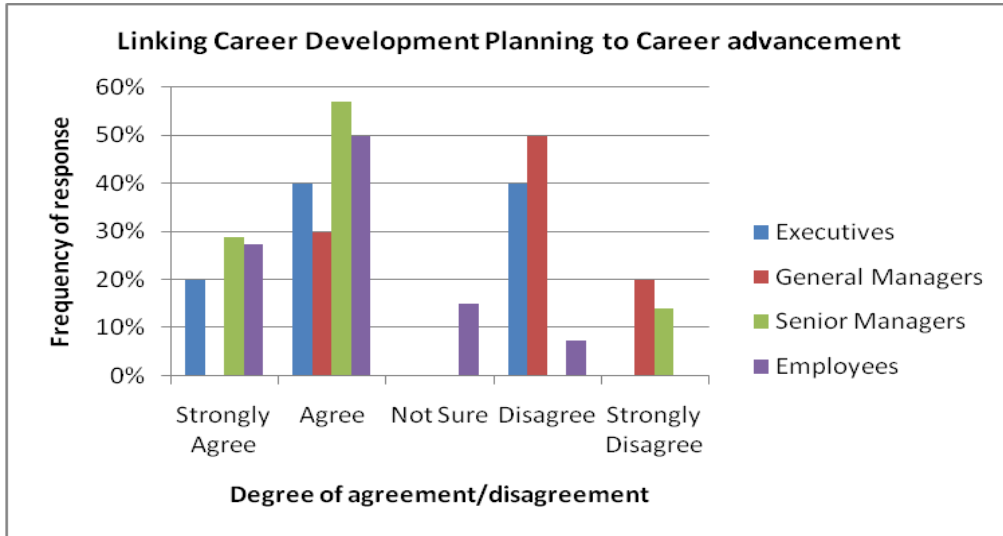


Figure 5.31. Prioritising Career Development Planning.

Question 4.9 (Source: Appendices B & C)

### 5.6.9. Incentivising Career development planning

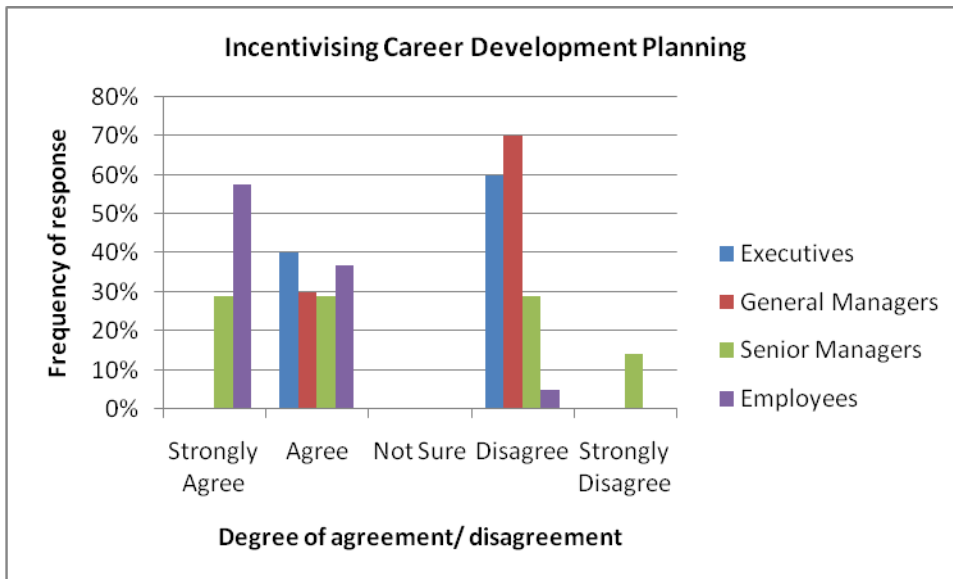
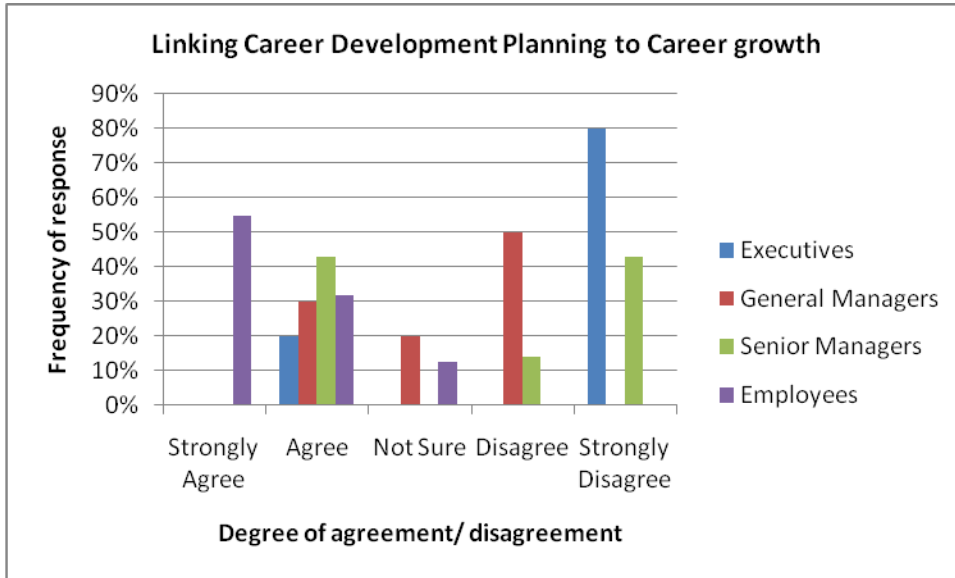


Figure 5.32 Incentives for career development

(Source: Appendices B & C)

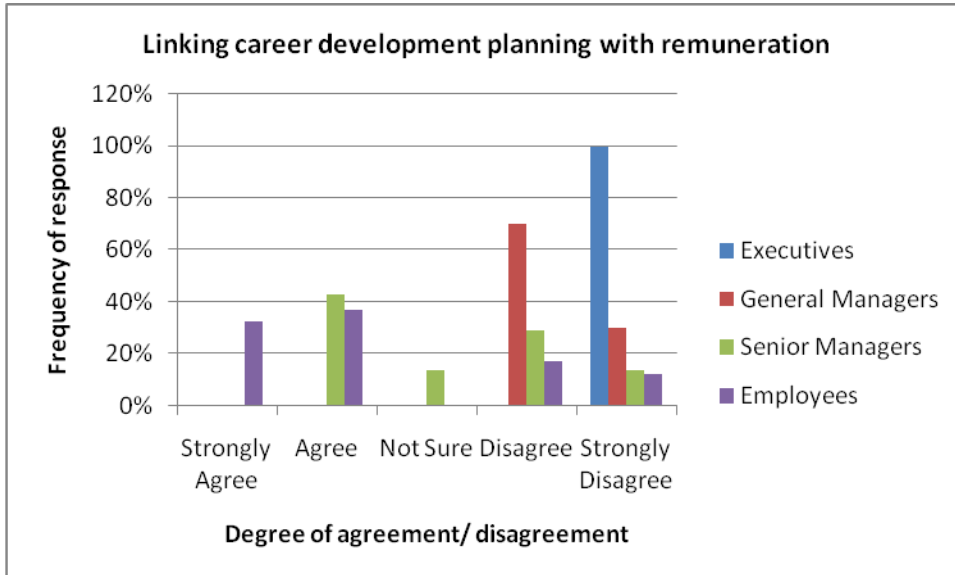
**5.6.10. Linking Career Development Planning to job growth**



**Figure 5.33.**

*(Surce: Appendices B & C)*

**5.6.11. Linking career development planning with employee remuneration**



**Figure 5.35. Salary increases linked for Career Development Planning.**

*Question 4.12. (Surce: Appendices B & C)*

### 5.6.12. Linking career development planning with employee retention.

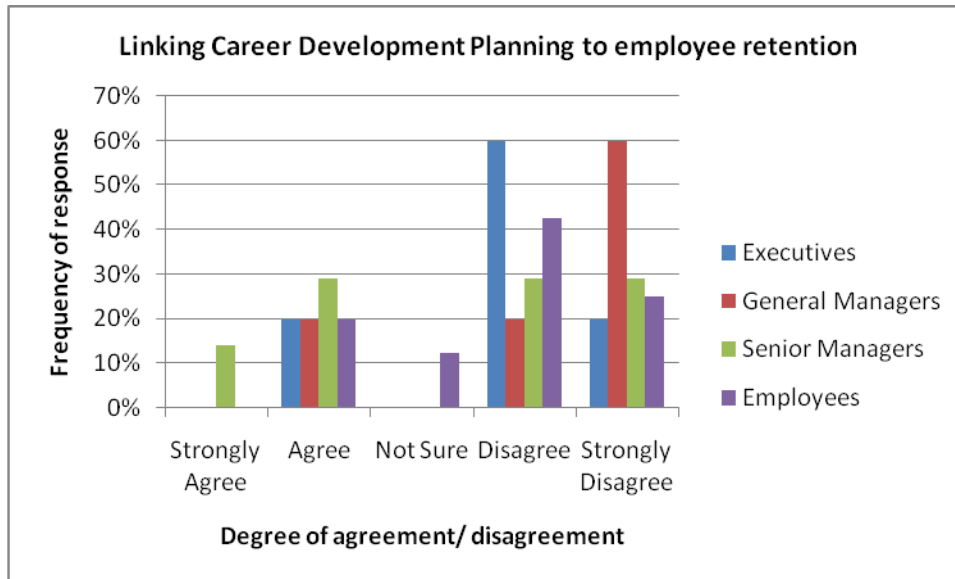


Figure 5.35. Career development planning linked to employee retention.

Question 4.13 (Source: Appendices B & C)

The researcher would like analyse figures 5.31 0 5.35 together because they questions related. Although the she had reservations about including these questions as they might create false expectations, the researcher included it to determine whether management’s expectations are linked with those of employees.

- Figure 5.31 shows that approximately 80% of general employees and senior managers either agreed or strongly agreed with the statement that successful career development candidates should automatically be promoted. Whilst general managers and executives vehemently disagreed with the statement. One of the executives, elaborated on this by saying that career development planning gives you a platform, but career development does not guarantee a promotion.
- This view is shared, when employees are asked whether in their view there should be an incentive for career development planning. The majority of the

general employees agreed whilst management disagreed citing that being developed in itself is an incentive.

- When asked whether employees who have successfully completed their career development plan, should not be allowed to leave the company within 12 months of resignation, over 80% of the respondents either agreed or strongly agreed with that statement. When probed, one of the managers raised an interesting issue that employees should stay in the organisation because they want to and not because they are coerced. He continued to say that, if employees see that the organisation takes serious interest in their development, they may be motivated to stay with the organisation, The respondents that agreed with this cited the cost associated with career development planning as the rationale for this.



## 5.7. The factors that enable career development planning.

### 5.7.1. Five key factors that may enable effective Career Development Planning according to executives

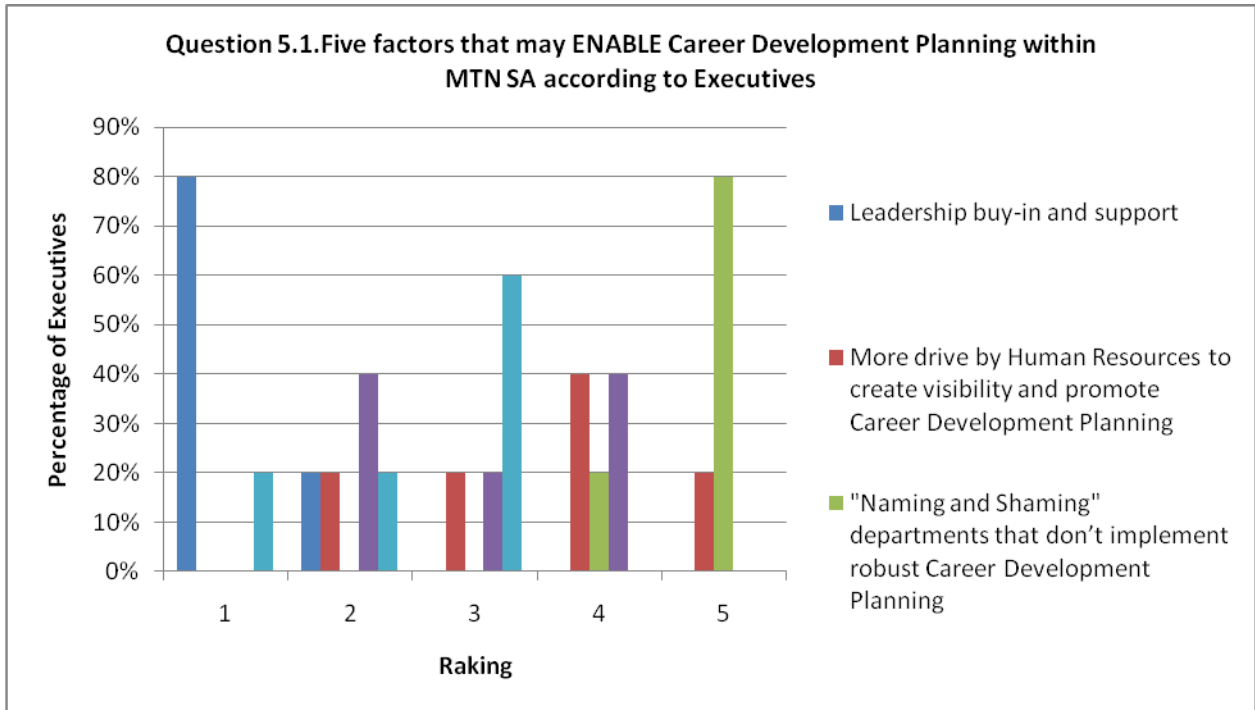


Figure 5.37.

(Source: Appendices A & B)

Leadership buy-in and support is viewed as the most important enabling factor whilst “naming and shaming” was seen as the least important factor by executives

### 5.7.2. Five key factors that may enable effective Career Development Planning according to General Managers.

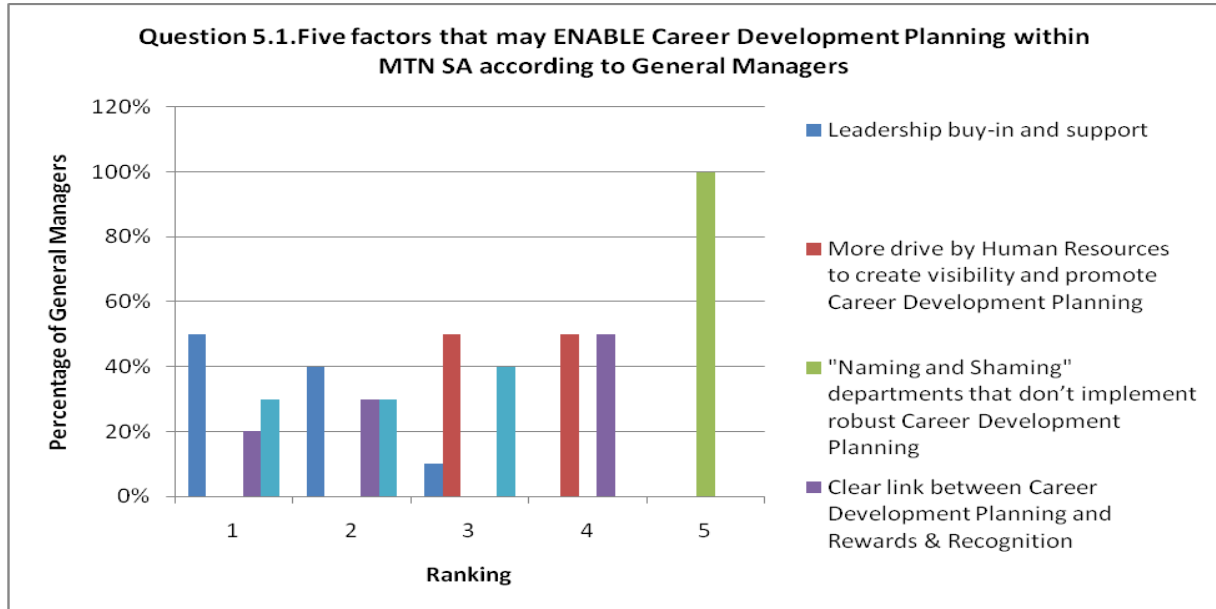
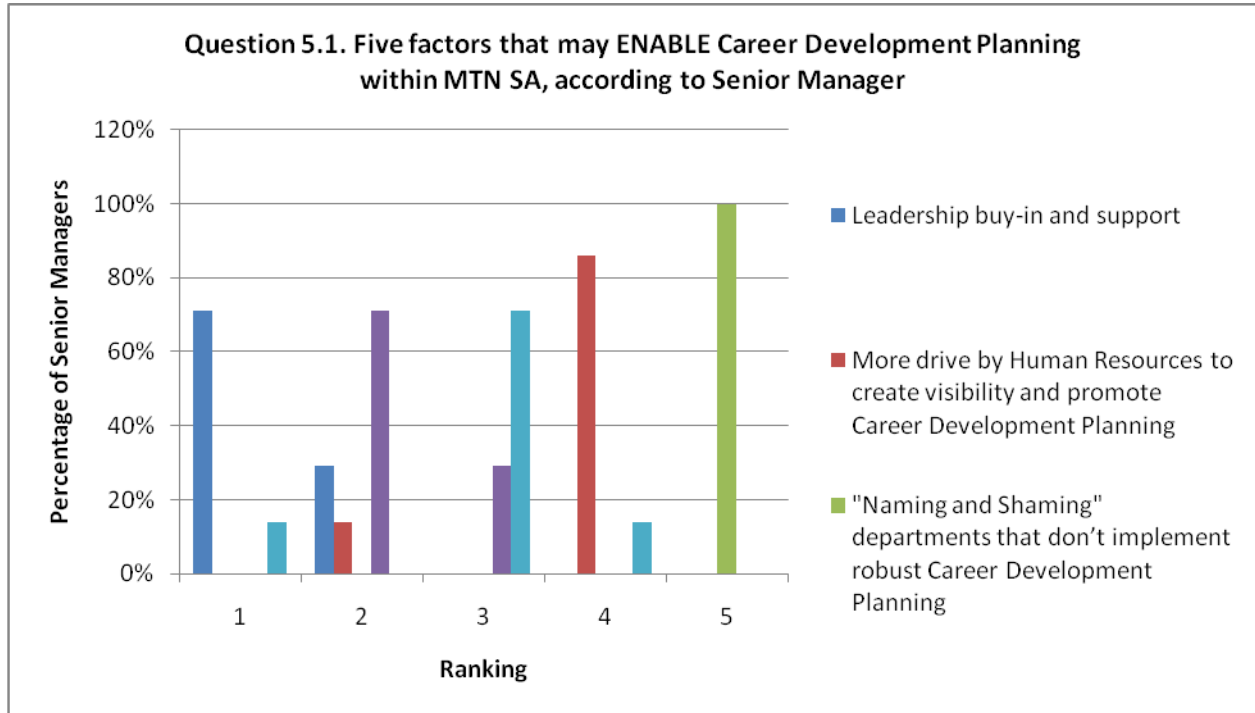


Figure 5.38.

(Source: Appendices B & C)

Figure 5.38 shows that the same view is shared by the general managers.

**5.7.3 . Five key factors that may enable effective career development Planning according to senior managers.**

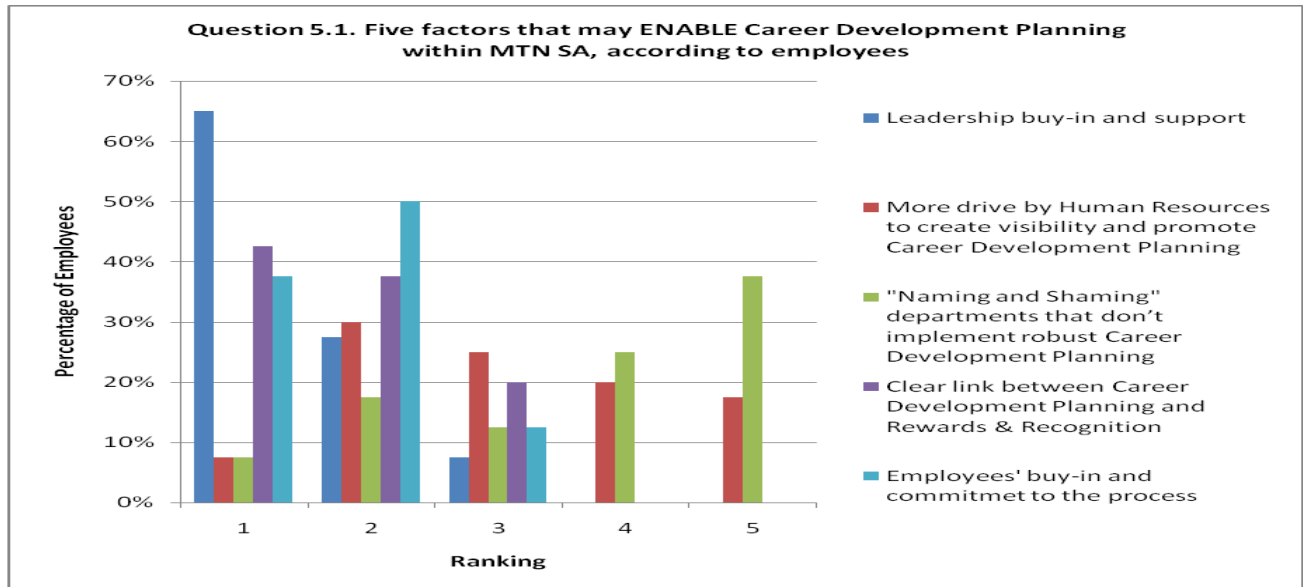


**Figure 5.39. Five key factors that may enable Career Development Planning.**

*Question 5.1. (Source: Appendices B & C)*

Senior managers also rated leadership buy-in and support as the most enabling factor, whilst “naming and shaming” was rated last.

**5.7.4 . Five key factors that may enable effective career development planning according to general employees.**



**Figure 5.40. Five key factors that may enable Career Development Planning. Question 5.1. (Surce: Appendices B & C)**

General staff also provided the same rating, but also rated “employees buy-into the process as the second most important enabling factor.

This correlates with the importance of strategic buy into the process as discussed in chapter 3.

## **5.8. Five key factors that may be limiting effective career development planning according to Executives**

It seems that it was harder to rank the options when it came to identifying the five key factors that may be limiting to career development planning within MTN.

Figures 5.41- 5.44 below indicate the following:

- Executives identified leadership buy-in and support as the most important limiting factor, whilst organisational culture and a lack of a SMART (Smart, Measurable, Attainable, Realistic, Timeous) integrated plan were rated as the least important factors
- General managers ranked leadership buy-in and support as the most important factor followed by managers' fear of growing their subordinates. A lack of an integrated SMART plan was also ranked last.
- Both general employees and senior managers also ranked leadership buy-in and support as being the most important limiting factor, but they also raised fear by managers to grow their subordinate as the second highest limiting factor

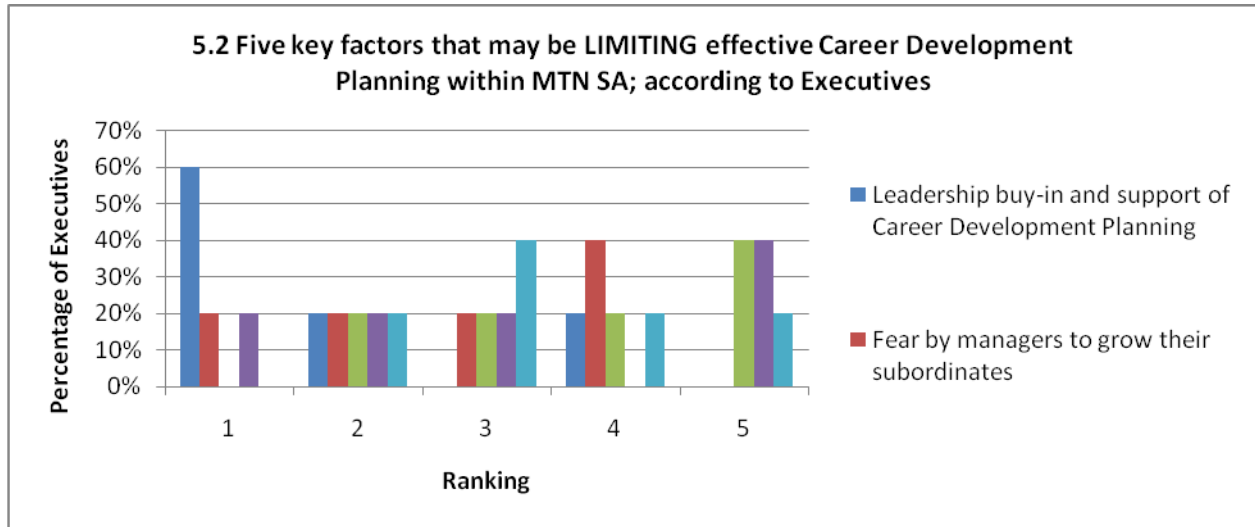


Figure 5.41. Five key factors that may be limiting effective Career Development Planning. Question 5.2. (Source: Appendices B & C)

5.7.6. Five key factors that may be limiting effective Career Development Planning according to eneral Mmanagers.

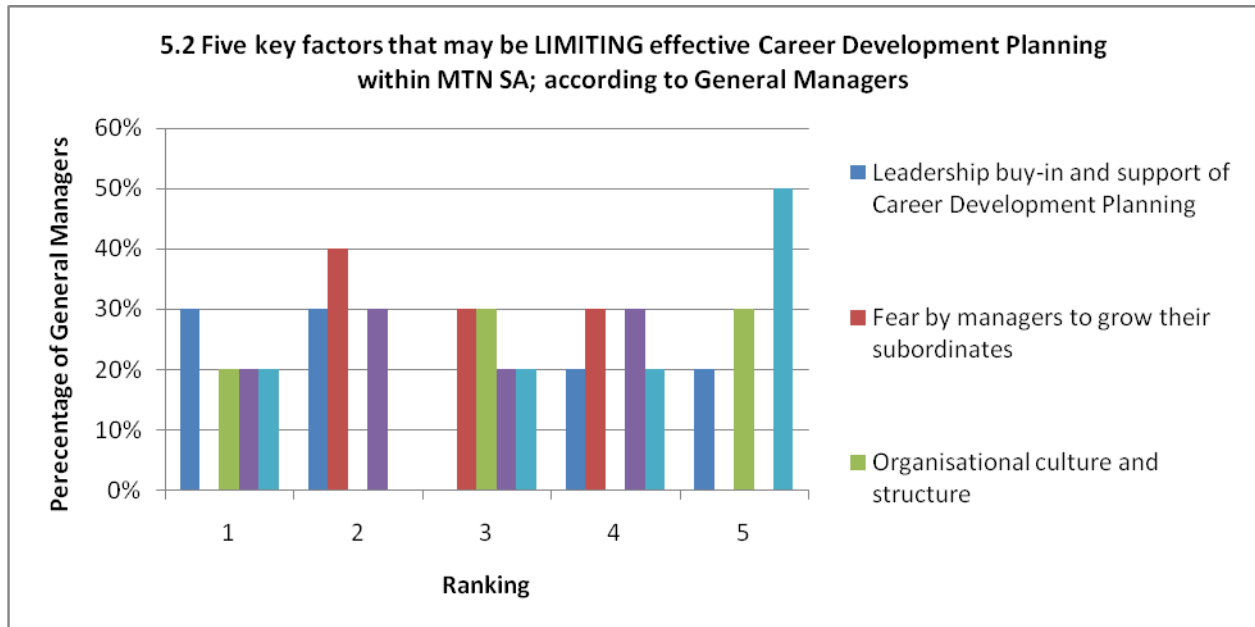
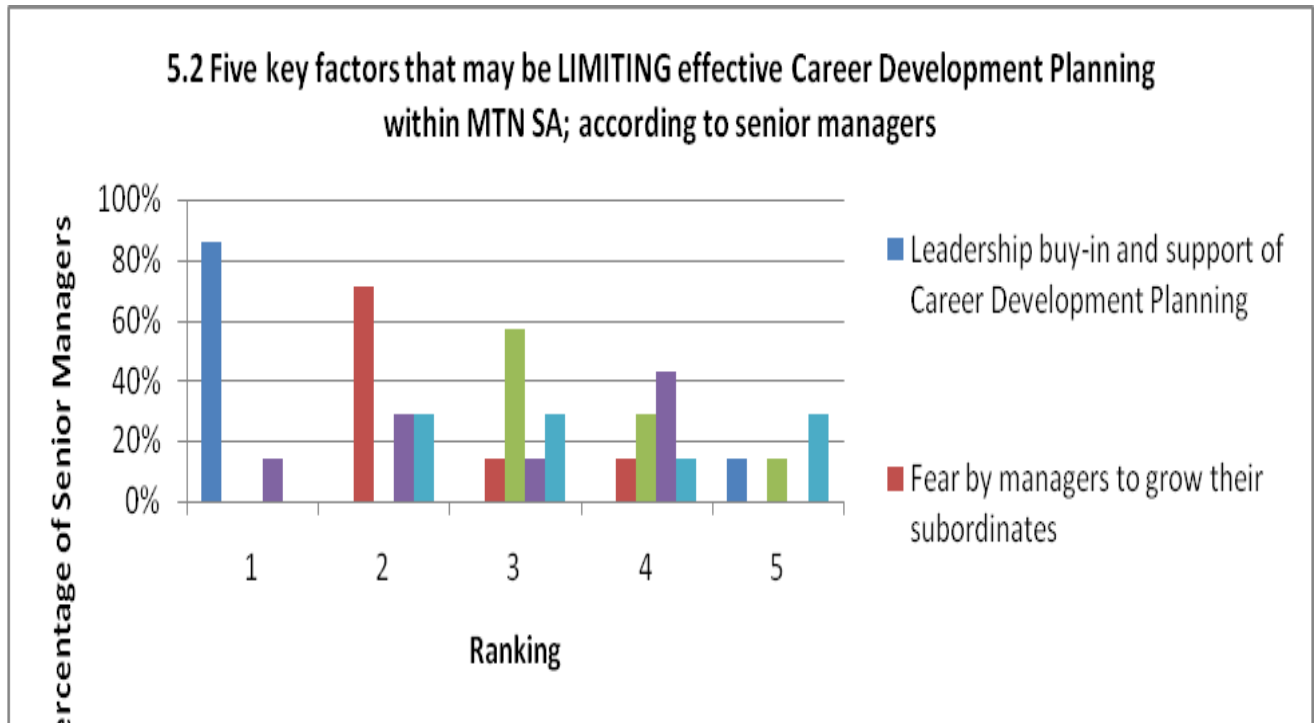


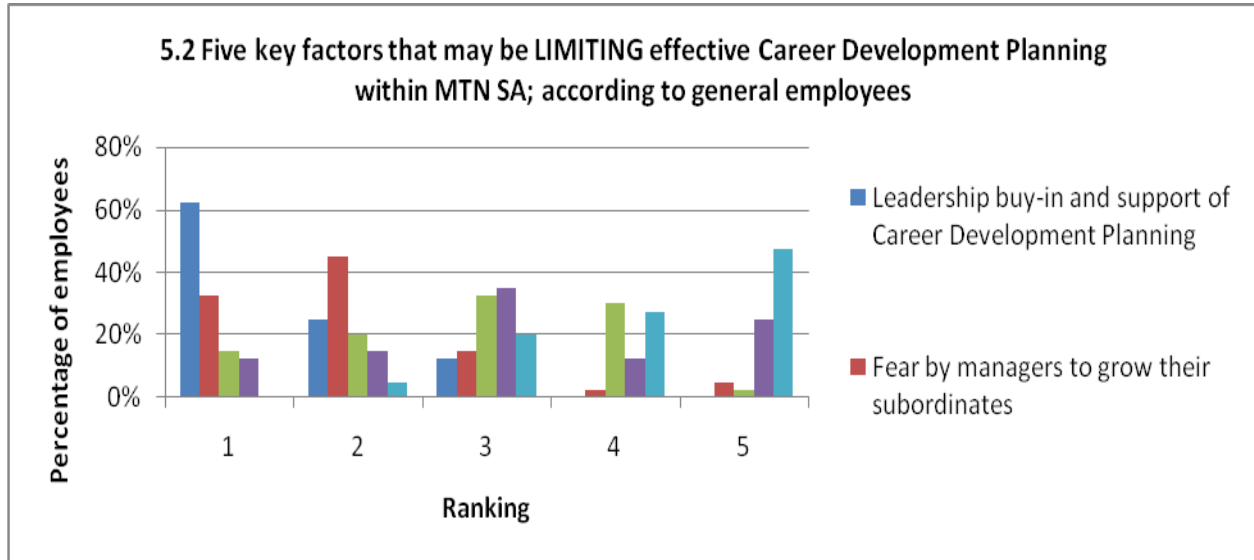
Figure 5.42. Five key factors that may be limiting effective Career Development Planning. Question 5.2.(Source: Appendices B & C)

**5.7.7. Five key factors that may be limiting effective Career Development Planning according to senior Managers.**



**Figure 5.4.3. Five key factors that may be limiting effective Career Development Planning. Question 5.2. (Source: Appendices B & C)**

**5.7.8. Five key factors that may be limiting effective Career Development Planning according to general employees.**



**Figure 5.44. Five key factors that may be limiting effective Career Development Planning. Question 5.2. (Surce: Appendices B&C)**

**5.8. Overall findings**

As discussed in chapter 4 and 5, the findings were reported by sub-sections. These sub-sections in turn linked directly to the sub-problems discussed in chapter 1. Under each subsection there were findings, most of which can be corroborated by the literature reviewed.

In summary:

- Career development planning is viewed as important by the majority of the respondents irrespective of their job levels.
- A lot of the respondents reported that they are currently not part of a career development planning program within MTN SA.



- The key findings of the second sub-section are that career development planning in MTN is not done in a holistic manner because it only looks at the development of one set of skills as opposed to looking at the development of various skills. The research also learnt that although career development planning is considered a strategic issue within MTN, it is currently not treated as such. When probed, one of the executives argued that one needs to look at the amount of budget allocated towards employee development to understand this. Management was also reported to not be doing enough to visibly promote career development planning, although the majority of senior management considered themselves to be doing enough.
- The third sub-section identified the most important roles of career development planning and “identifying employees’ goals and aligning them with those of the organisation as well as identifying staff training needs were ranked as the most important roles. On the other hand, increased productivity, holistic talent management and building an agile workforce were reported as the most important benefits.
- The fourth section looked at the employees’ perceptions and the results indicated a misalignment in perceptions, views and expectations amongst the general managers and executives with senior managers and general staff. These differences appeared especially when it comes to the respondents’ perceived views of the role that leadership is currently playing to visibly promote career development planning within MTN.
- The last section looked at the factors that may enable or limit career development planning and leadership buy-in and support was highlighted as the most important factor that may limit

## **6. CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS**

### **6.1. Introduction**

This research report is a report on a research study conducted within MTN SA in a form of a case study, to explore the use career development planning as a strategic tool.

The report is divided into six chapters each covering a various element of the research study. Chapter 1 provided a detailed discussion of background of the study. Chapter 2 provides a theoretical analysis of the problem of the study. Chapter 3 provided a summary of the range of literature reviewed whilst chapter 4 provided details of the design of the study. Chapter 5 covered the results and the findings of the study based on the surveys and interviewed conducted.

This chapter is the last chapter of the report and aims to draw conclusions from the findings of the study in correlation with the literature review and then make recommendations on the way forward for career development planning within MTN SA.

### **6.2. Conclusions**

The conclusions of the study will be discussed according to the sub-problems discussed in chapter 1.

The general observation by the researcher is that the findings indicate “opposites” in terms of general employees and general managers and executives responses. Although there were some differences in the responses provided by the general managers and executives, the researcher could see a lot of similarities. Their responses were totally opposite to those of general employees in most cases. What was intriguing to the researcher when capturing and analysing the data, was that in most cases the senior managers appeared to be “in the middle” and not as decisive in their views, meaning

you couldn't quite place them with the general managers and executives, neither could you fully place them with general employees.

### **6.2.1. The concept of career development planning within MTN SA**

- Career development planning is a concept that appears to be understood by the different employees at different levels.
- These employees value and consider career development planning to be important for their careers.
- However, a large percentage of employees especially within levels 1-3 are not aware of any career development planning programs and are also not part of these programs.
- This is concerning considering that career development is considered to be a strategic issue within MTN SA and this could either indicate the the human resources department as the custodians of career development planning as well as management is not doing enough to communicate as well as to demonstrate the importance of career development planning. To sum this up, career development is currently considered a strategic issue and this can be seen by its inclusion as one of the key strategic pillars to drive the vision of the organisation, but it's not treated as such. This means that strategy could be falling short at the implementation phase.
- Some of the issues raised around this was the fact that the focus of the business is on delivering on tasks and therefore, there's hardly any time available to allocate to "soft" issues such as personnel management. Therefore senior managers, general managers and executives all understand and agree that career development planning is important and beneficial, but they are the first to admit that it's not a priority to them.

## **6.2.2 The perceptions of MTN employees on career development planning**

- The conclusion in this regard is that leaders are not perceived to be doing enough to drive career development planning even though they believe they are.
- The employees would like to see the leaders “walking the talk.”
- Although the leaders responded that they provide the tools to support career development planning, some contradicted this view stating that not enough budget is allocated for staff to attend training.
- Another issue that was raised also by leaders is that sometimes managers hinder career development planning efforts, by not responding positively when employees request time off for career development planning.
- Instead of this being viewed as a positive thing by managers, the first thing they tend to concern themselves with is who will look after individuals’ jobs whilst they are away.
- This in itself is contradictory to what senior managers say, that they believe that they would benefit directly from developing their subordinates.
- Expectations of leadership and employees also differed in terms of what career development planning’s objective is.
- Employees primarily see it as a tool to advance their careers, to get promotions and to get salary increases and other incentives upon its successful completion.
- Leadership on the other hand is saying, No; career development planning itself is an incentive and it doesn’t guarantee job expansion or automatic job advancement. Yes it might put individuals at a better standing when opportunities become available, but it by no means a guarantee.
- For effective career development planning to be implemented, these expectations will require alignment to ensure that MTN doesn’t end up in a situation where career development planning doesn’t meet its expectations and its status decreases from what it currently is

### **6.2.3. The strategic roles of career development planning**

- Like with writers whose work was visited, leadership emphasised the important roles of career development planning as being identifying the goals of individuals and then aligning them with those of the organisation.
- According to the leaders, unless employees see how they stand to benefit, they are less likely to stay committed to the course.
- General employees on the other view the most important role of career development as growing and empowering employees for career growth.
- Senior managers consider identifying training and development needs as the most important role. When one considers that within the MTN context, the bulk of operational employee management is done by senior managers, it would make sense that they are primarily concerned with this.

### **6.2.4. The strategic benefits of career development planning**

- These benefits are closely linked to the roles of career development planning.
- Skills development and holistic talent management were considered to be important benefits by general managers and executives.

### **6.3. Recommendations**

The following recommendations are aimed at the MTN Human Resources Department as well as MTN Senior Management as a whole. These recommendations are based on the findings and the literature reviewed.

MTN therefore needs to re-look their career development planning program to “tick the boxes” above.

- The starting point would be for it to conduct a critical gap analysis of its current career development planning program. This would need to be driven by the Human Resources (HR) department.
- The next step would be to map the identified gaps against the criteria mentioned above.
- An expectations management journey would need to be embarked on to try and re-align the expectations of employees with those of the organisations. This would also need to be driven by the HR department that can also get on board an external career management consultant to map an objective process.
- A champion of career development planning would need to be appointed at an executive level. The researcher would like to recommend Zunaid Bulbalbia as that champion. The reason for that is that of all the executives interviewed, Zunaid's department (CFO) is the only one that appears to have a robust career development program in place. Not only that, but the plan is available on the intranet and can be accessed by any MTN employee with access to the internet.
- Zunaid's role in this case would be to motivate his peers and to hold them accountable for its effective implementation.
- Workshops to educate senior management as well as general staff about the importance of career development planning would need to be held by the HR department.

- The strategic role of career development planning will need to be defined at the executive level, directly linked to company goals and performance.
- Once this is done, it would need to form part of executives' Key Performance Areas (KPAs).
- The executives would then need to cascade this to general managers.
- As senior managers are closer to general employees, they would need to be tasked with developing and implementing a career development planning strategy for his/her team. These strategies would then need to be presented to the executives of the department in the beginning of year and progressing tracking there-of be presented at the end of every quarter thus ensuring that the strategy doesn't just remain another piece of paper. Most importantly is that these strategies would need to be linked directly to the organisational strategy.
- These strategies would also need to ensure that they are holistic by looking at the following:
  - Education
  - Skills
  - Strengths
  - Areas of growth (technical, leadership, managerial, etc).
  - Opportunities in the organisations
  - Threats to both the individual and also threats that the individual poses to the organisation
    - When looking at this, this would provide the person reading this with a holistic picture of who that specific individual is.
- Once this is done, the senior managers would then need to cascade it to his/her subordinates to develop their own and although these will be based on the goals of the employees, the employees would need to show that these are also directly fit into the overall organisational strategy.
- At the moment, career development planning gets done independently from one department to another, the researcher would like to recommend that this view be shifted to a more "network" approach mentioned by Tate (1995). This approach was discussed in chapter 3 and what it essentially states is that there needs to

be a cross-pollination of learning and development within the organisation in order for an organisation to become a learning organisation. Therefore the HR department would need to allocate resources to collate these different senior management plans and ensure that these are published so that people from other departments can get access to them

What this does is that it shifts the current focus from just senior management to the whole organisation.

By making career development form part of KPAs will force all the parties to take responsibility, ranging from the highest level in the organisation, this will make it strategic because by so doing each individual will be forced to ensure that they continuously up-skill themselves and perform at a higher level. This will then in turn increase the value that MTN derives from its human resources and in turn start to use them as a source of competitive advantage through the creation of an agile workforce, highly skilled and high performing workforce that's able to adapt to market dynamics.

However, like with any strategy or plan, this proposed plan is only as good as the paper it's written in order. Therefore all the parties not just executives will need to take responsibility for this and remain committed to it.

If you look at these recommendations versus the discussions in chapter the put the employee at the centre, the researcher's recommendations places senior management at the centre because they are the ones that are responsible for driving the organisational and business strategies. So, if career development planning also gets to sit and be driven at that level then it stands a better chance of being an effective strategic tool, rather than using the traditional bottom-up approach.



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## **APPENDIX A – COVER LETTER FOR ALL QUESTIONNAIRES**

### ***The use of career development planning as a strategic tool, a case study within MTN SA.***

Dear Respondent

Thank you for availing yourself and taking your time to complete this questionnaire. The questionnaire is developed for an MBA research project, which aims to explore the use of career development planning as a strategic tool.

The questionnaire should take between approximately 15-20 minutes of your time. You are required to provide the answers to the questions according to your own personal views and experience. There is therefore no right or wrong answer.

Your responses will be treated as confidential and will not be shared with anyone, thus will not result in any prejudice against you for the answers you provide.

Your answers will also contribute to how career development planning is taken forward within MTN SA.

## APPENDIX B – MANAGEMENT QUESTIONNAIRE

### Guidelines for completing the questionnaire

The questionnaire is structured in the form of a Ranking (Likert) scale, a YES/NO and category list.

Please could you answer ALL the questions, by choosing the response that you MOSTLY agree with.

Please avoid answering with “Not sure” as it doesn’t give a clear indication of your view/perception.

Please choose ONLY ONE response per question.

**For the following set of questions, please choose either “Yes” or “No” by marking your choice with an “X”**

1.1.	Is career development planning important to you as a Manager/Leader?	YES	NO
1.2.	Is career development planning important to you as an employee?	YES	NO
1.3.	Are you aware of any career development planning (s) within MTN SA?	YES	NO
1.4.	Are you currently part of a career development planning with MTN SA?	YES	NO
1.5.	Do you see value in career development planning?	YES	NO

The following set of questions contains a ranking (Likert) Scale as follows:

- 1. STRONGLY AGREE**
- 2. AGREE**
- 3. NOT SURE**
- 4. DISAGREE**
- 5. STRONGLY DISAGREE**

Please mark your choice of response with an “X” against the appropriate response scale.

2.1.	Career development planning within MTN SA is done in a <u>HOLISTIC</u> manner; where it looks at the development of technical, management, personal and leadership skills.	1	2	3	4	5
2.2.	Career development planning within MTN SA is done effectively at <u>ALL</u> job levels.	1	2	3	4	5
2.3.	Career development planning in my department is done in a <u>HOLISTIC</u> manner; where it looks at the development of technical, management, personal and leadership skills.	1	2	3	4	5
2.4.	Career development planning is <u>considered</u> a strategic issue within MTN SA.	1	2	3	4	5
2.5.	Career development planning is <u>treated</u> as a strategic issue within MTN SA.	1	2	3	4	5
2.6.	Career development planning within MTN SA as a whole has the necessary management support and buy-in.	1	2	3	4	5
2.7.	Career development planning within my department has the necessary management support and buy-in.	1	2	3	4	5
2.8.	Career development planning within MTN SA is seen as the responsibility of the Human Resources (HR) department.	1	2	3	4	5

2.9.	Human Resources (HR) is doing enough to promote and drive Career Development Planning within MTN SA	1	2	3	4	5
2.10	Career development planning is the joint responsibility of the employee and his/her manager, whilst HR is there to provide guidance and the necessary tools	1	2	3	4	5

The following sets of questions contain a category list which requires you to make a choice against all the responses. The aim is to measure the strength of one response against another

To answer, please write either “1 - 5” against a response where 1 is “Most applicable”, 2 is “Applicable”, 3 is “neutral”, 4 is “Less Applicable” and 5 is “Least Applicable.”

3.1. In your view, what are the five key <u>ROLES</u> of Career Development Planning? <b>1. (Most applicable) – 5 (Least Applicable)</b>	
Identifying staff training and development needs.	
Identifying staffs’ goals and objectives and aligning them with company goals and objectives	
Growing and empowering employees for career growth prospects	
Multi-skilling employees.	
Linking current performance to career advancement	

3.2. In your view, what are the five key <u>BENEFITS</u> of Career Development Planning? 1 (Most Applicable) – 5 (Leas Applicable)	
Holistic talent management (Identification – recruitment- development- retention)	
Increased levels of staff productivity	
Agile work-force that can respond to market dynamics	
A multi-skilled workforce that can respond to the changing competitive landscape	
Increased competitive advantage	

The following set of questions contain a Ranking (Likert) Scale. Please mark your choice of response with an “X” against the appropriate response scale.

1: Strongly Agree , 2: Agree, 3: Not Sure, 4: Disagree, 5: Strongly Disagree

4.1.	In my view; I’m doing enough as a leader to drive and promote career development planning within my department/team.	1	2	3	4	5
4.2.	As a leader, I monitor the career development plans of all the employees in my team/department on a regular basis.	1	2	3	4	5
4.3.	Career development is <u>treated</u> as strategic focus area in my department/team.	1	2	3	4	5
4.4.	In my department/team, career development is directly linked to Career Growth prospects/ programs such a FLIGHT, HIPO, LEAP, etc.	1	2	3	4	5
4.5.	As a leader/ manger I ensure that all the permanent employees in my team/department have access to the necessary career development tools and resources.	1	2	3	4	5
4.6.	As a leader, I visibly promote career development in my department/team.	1	2	3	4	5
4.7.	As a manager, I believe would benefit directly from developing my subordinates.	1	2	3	4	5
4.8.	In my department/team, career development discussions take place even outside of performance appraisals.	1	2	3	4	5
4.9.	In my view, people who have successfully undergone career development in the RELEVANT areas should be given priority over those who haven’t; when Career growth opportunities become available.	1	2	3	4	5
4.10.	In my view, there should be an incentive (whether monetary or non-monetary) for employees who successfully complete career development.	1	2	3	4	5
4.11.	In my view, employees that have successfully undergone career development	1	2	3	4	5



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## APPENDIX C – GENERAL STAFF QUESTIONNAIRE

### **Guidelines for completing the questionnaire**

The questionnaire is structured in the form of a Ranking (Likert) scale, a YES/NO and category list.

Please could you answer ALL the questions, by choosing the response that you MOSTLY agree with.

Please avoid answering with “Not sure” as it doesn’t give a clear indication of your view/perception.

Please choose ONLY ONE response per question.

**For the following set of questions, please choose either “Yes” or “No” by marking your choice with an “X”**

1.1.	Is career development planning important to you as an employee?	YES	NO
1.2.	Are you aware of any career development planning program (s) within MTN SA?	YES	NO
1.3.	Are you currently part of any career development planning program(s) with MTN SA?	YES	NO
1.4.	Do you see value in career development planning?	YES	NO

The following set of questions contain a ranking (Likert) Scale as follows:

- 6. STRONGLY AGREE**
- 7. AGREE**
- 8. NOT SURE**
- 9. DISAGREE**
- 10. STRONGLY DISAGREE**

Please mark your choice of response with an “X” against the appropriate response scale.

2.1.	Career development planning within MTN SA is done in a <u>HOLISTIC</u> manner; where it looks at the development of technical, management, personal and leadership skills.	1	2	3	4	5
2.2.	Career development planning within MTN SA is done effectively at <u>ALL</u> job levels.	1	2	3	4	5
2.3.	Career development planning in my department is done in a <u>HOLISTIC</u> manner; where it looks at the development of technical, management, personal and leadership skills.	1	2	3	4	5
2.4.	Career development planning is <u>considered</u> a strategic issue within MTN SA.	1	2	3	4	5
2.5.	Career development planning is <u>treated</u> as a strategic issue	1	2	3	4	5

	within MTN SA.					
2.6.	Career development planning within MTN SA as a whole has the necessary management support and buy-in.	1	2	3	4	5
2.7.	Career development planning within my department has the necessary management support and buy-in.	1	2	3	4	5
2.8.	Career development planning within MTN SA is seen as the responsibility of the Human Resources (HR) department.	1	2	3	4	5
2.9.	Human Resources (HR) is doing enough to promote and drive Career Development Planning within MTN SA	1	2	3	4	5
2.10	Career development planning is the joint responsibility of the employee and his/her manager, whilst HR is there to provide guidance and the necessary tools	1	2	3	4	5

The following sets of questions contain a category list which requires you to make a choice against all the responses. The aim is to measure the strength of one response against another

To answer, please write either “1 - 5” against a response where 1 is “Most applicable”, 2 is “Applicable”, 3 is “neutral”, 4 is “Less Applicable” and 5 is “Least Applicable.”

3.1. In your view, what are the five key <u>ROLES</u> of career development planning <b>1. (Most applicable) – 5 (Least Applicable)</b>	
Identifying staff training and development needs.	
Identifying staffs’ goals and objectives and aligning them with company goals and objectives	
Growing and empowering employees for career growth prospects	
Multi-skilling employees.	
Linking current performance to career advancement	

3.2. In your view, what are the five key <u>BENEFITS</u> of career development planning 1 (Most Applicable) – 5 (Leas Applicable)	
Holistic talent management (Identification – recruitment- development- retention)	
Increased levels of staff productivity	
Agile work-force that can respond to market dynamics	
A multi-skilled workforce that can respond to the changing competitive landscape	
Increased competitive advantage	

The following set of questions contain a Ranking (Likert) Scale. Please mark your choice of response with an “X” against the appropriate response scale.

1: Strongly Agree, 2: Agree, 3: Not Sure, 4: Disagree, 5: Strongly Disagree

4.1.	In my view; our leader is doing enough to drive and promote career development planning within my department/team.	1	2	3	4	5
4.2.	In my view, our leader monitors the career development	1	2	3	4	5

	plans of all the employees in my team/department on a regular basis.					
4.3.	Career development planning is <u>treated</u> as strategic focus area in my department/team.	1	2	3	4	5
4.4.	In my department/team, Career development planning is directly linked to career growth prospects/ programs such a FLIGHT, HIPO, LEAP, etc.	1	2	3	4	5
4.5.	Our leader ensures that all the permanent employees in the team/department have access to the necessary career development planning tools and resources.	1	2	3	4	5
4.6.	In my view, our leader visibly promotes career development planning in my department/team.	1	2	3	4	5
4.7.	I believe that my manager, would benefit directly from developing his/her subordinates.	1	2	3	4	5
4.8.	In my department/team, career development planning discussions take place even outside of performance appraisals.	1	2	3	4	5
4.9.	In my view, people who have successfully undergone career development planning in the RELEVANT areas should be given priority over those who haven't; when Career growth opportunities become available.	1	2	3	4	5
4.10.	In my view, there should be an incentive (whether monetary or non-monetary) for employees who successfully complete Career Development Planning.	1	2	3	4	5
4.11.	In my view, employees that have successfully undergone career development planning should automatically be given job growth (whether lateral or vertical).	1	2	3	4	5
4.12.	In my view, employees that have successfully completed their career development plans should automatically get a salary increase.	1	2	3	4	5
4.13.	Employees that have successfully completed their career development planning should not be allowed to leave MTN within 12 months of completion.	1	2	3	4	5

The following set of questions also contain a category list which require you to mark 1- 5 against a response.

5.1. In your view, what are the five factors that may <u>ENABLE</u> effective career development planning within MTN SA? 1 (Most Applicable) – 5 (Leas Applicable)	
Leadership buy-in and support	
More drive by Human Resources to create visibility and promote Career Development Planning	
“Naming and Shaming” Departments that don’t actively promote career Development Planning	
Clear link between career development planning and Rewards and Recognition	
Employee’s buy-in and commitment to the process	

5.2. In your view, what are the five key factors that maybe <u>LIMITING</u> effective career development planning within MTN SA? 1 (Most Applicable) – 5 (Least Applicable)	
Leadership’s buy-in and support of Career Development Planning	
Fear by managers to grow their subordinates	
Organisational culture & structure	
Lack of integrated and SMART (Smart, Measurable, Attainable, Realistic, Timeous) tools to enable the implementation of Career Development plans	
Misaligned employee and management expectations of Career Development Planning	

**ADDITIONAL REMARKS**

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