

UNIVERSITY OF KWAZULU-NATAL

**Exploring the Viability of Succession Planning as an Effective
Strategy in the Building Internal Talent Pool: eThekweni Electricity
Unit Case Study**

By

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for the degree of Master of Business Administration**

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Declaration

I **Thulebona David Memela** declare that

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Abstract

The study explores the viability of succession planning as an effective strategy to build an internal talent pool with focus case study conducted at eThekweni Electricity Unit of the eThekweni Municipality. The study sought to explore the viability of succession planning as strategy to increase internal talent pool. The study tried to determine if the current talent pool is sufficient to fill critical positions. It also investigated if there were provisions for success planning, in other to replace existing critical positions at the eThekweni Electricity Unit. The study also reviewed if the concept of succession planning should be utilised as a formative device in increasing the workforce of the top performers and also evaluated whether succession planning can promote communication and exchange of information within the organisation. The methodology of the research is positivism, the approach is deductive, and the strategy is a case study and survey. The respondents were selected using purposive sampling, 109 participants were issued with the questionnaire out of which 86 responded. Descriptive statistic style was used in analysing the data. The study showed that eThekweni municipality offer equal opportunity to all sex and that majority of the respondents were below 41 years, which is an indication that they will benefit from strategic planning. However, it was also deduced that even though the employees are youthful, majority have been employed for less than 10 years indicating that they will require further training, coaching and career development programmes to ensure strategic application of succession planning which will help retain and build skilled talent pool. The study recommendation among many others, is that eThekweni senior management must commit to succession planning to improve talents of the present talent pool. Another recommendation is that eThekweni municipality must put in a place a formalised succession planning programme which will enable them as a public sector retain and manage the existing talent pool.

Keywords: Attraction of talent, employee turnover, retention, succession planning

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List of Abbreviations

BRICS	Brasil, Russia, India, China and South Africa
EEU	eThekwini Electricity Unit
HR	Human Resources
HV	High Voltage
IDP	Integrated Development Plan
LEEASA	Lifting Equipment Engineering Association of South Africa
LV	Low Voltage
MV	Medium Voltage
SETA	Stands Education and Training Authority

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

In view of enormous competition, businesses and organisation's survival is largely dependent on the continuous supply of knowledgeable, proficient and well trained employees. There is no question that all businesses require leaders with a variety of specialised experiences in different spheres of life. Training programmes for managers on its own cannot supply the knowledge and experiences that are essential in building future leaders. Even though this is the present reality, the development of such knowledgeable and competent employees and leaders cannot be done and achieved overnight. Interestingly, developing quality, competent and experienced employees in public organisations or government institutions, is a very challenging task. Owing to this fact, it is worthy to note that the importance of adequate succession planning to ensure smooth transfer of competencies and knowledge to the employees in any organisation, cannot be over emphasised. Therefore, in the present dynamic business environment, it is important to understand that being successful in any targeted geographical area or location with respect to succession planning, is a very vital strategy in creating talent pool for sustainable growth in any organisation.

Having stated the above, this chapter will further present the motivation, focus, research objectives, scope, research methodology and all the essential assumptions for the study.

1.2 Motivation for the study

eThekwini Municipality is a municipality located in the South African province of KwaZulu-Natal. This study was conducted at eThekwini Electricity Unit (EEU) of the eThekwini Municipality in Durban. The electricity unit falls under the Trading Services Cluster within eThekwini Municipality which is broken into five departments

managed by various deputy heads. These departments are HV Operations, MV/LV Operations, Technical Services Support, Customer and Retail Services, and Human Resources.

EEU's strategy is to improve electricity unit as a responsibility that takes full advantage of the value of its electricity supplies and makes productive use of all its resources. According to the eThekweni Municipality Electricity Annual Report 2014-2015, this unit currently has a number of plans which includes;

- Recruitment for crucial vacancies that will improve the efficiency and effectiveness of the HV Substations Branch.
- Fortifying of extra posts via the suggested organogram changes that will allow the HV Substations branch to considerably decrease the servicing backlogs.

The study was undertaken to assist EEU's executives to understand the present skills and talent challenges among the employees. This will then help them to improve their internal talent pool by leveraging on succession planning initiatives. This is considered a vital strategy that will address EEU's talent pool gaps and will also improve employee retention, thereby maintaining talent pool sustainability.

The result of improved EEU talent pool will also promote good governance and improve service delivery to the about 800 000 customers, serviced by the eThekweni Electricity. It will also assist in minimizing employee attrition rate in the organisation which is caused by increased competition from other private institutions and organisations like Eskom, Telkom, etc. The study will also seek to promote motivating work environment for employees in the public sector and eThekweni Municipality in general.

1.3 Focus of the Study

The focus of this research is to explore the viability of succession planning as an effective strategy in building and improving talent pool with the EEU. This study was

carried out on the population of technicians and electricians, who are seen as the prospective talents that may fill in the gaps at the higher level positions of the EEU, if and when an existing senior manager exits or retires from the organisation.

1.4 Problem Statement

EEU is currently facing a challenge of decreasing talent pool of technical skilled workforce. This unit is considered to be deficient in effective successive planning plans because there are no modalities in place for such. This in turn has been a major discouraging factor that has stopped some technical talent employees from giving longer service years to the municipality. A good number of the skilled and talented EEU workforce are poached by the private sector organisation with better career progression plans and better packages (Municipality, 2014-2015). The present senior management of EEU are unaware of the fact that lack of succession planning and career progression for their technical team are demotivating skilled employees and this has resulted in increased employee attrition rate. The further resultant effect is that the effectiveness and efficiency of the EEU in servicing their customers, has also led to bad customer perceptions. This study, therefore seeks to investigate how succession planning can help to build internal talent pool within the EEU.

1.5 Aim and Objectives of the Study

The research aim and objectives are as follows:

The aim of the study is to explore what is the viability of succession planning as an effective strategy to build an internal talent pool: eThekweni Electricity case study.

The objectives are:

- 1 To determine if the current talent pool is sufficient to fill critical positions at EEU.

- 2 To investigate if there are provisions for succession planning, in order to replace existing critical positions at EEU.
- 3 To ascertain if the concept of succession planning should be utilised as a formative tool in increasing the workforce of the top performers within the EEU.
- 4 To ascertain whether succession planning can be used as a tool to retain skilled, talented and competent workforce with the EEU.
- 5 To evaluate whether succession planning can promote communication and exchange of information within the organisation.

1.6 Research Questions

The research findings from the study are anticipated to answer the following questions:

1. Is the current talent pool within the EEU sufficient and can it be used in filling critical positions?
2. Are there provisions for succession planning in place within the EEU?
3. Can the concept of succession planning be utilised as an approach in improving the current workforce?
4. Can succession planning be utilised as a tool for retention of technical talent and skilled workforce in the EEU?
5. Can succession planning advance conservation and exchange of organisation information administration?

1.7 Methodology

According to Cooper and Schindler (2011), the positivism approach is normally related to quantitative research. Positivism is established on the view that science is the only foundation for real knowledge and stresses the facts and the grounds of behaviour (Bogdan & Biklen, 2003). The study also used descriptive statistical style because it relates to the gathering of information that defines the qualities of circumstances (Sekaran & Bougie, 2013).

A primary data collection style was applied to the research and the style also ensured that the issues of confidentiality of data, security of respondent's privacy, identical participation and no compulsory requirements were raised. The first part of the questionnaire contained biographical information while the remaining contained research questions. The survey forms contained mainly close ended questions which were administered manually by distributing at the workplace.

The research also ensured that ethical considerations were undertaken to ensure appropriateness of wordings. The study maintained secrecy, which helped to make sure that the respondents replied freely with no compulsion. Statistical approaches like regression and Chi Squared were used to analyse the data responses. Simplified graphs like bar charts and pie chart were also used in summarizing the survey response data.

1.8 Scope and Assumptions of the Study

This study is primarily centred on exploring the viability of succession planning as a vital strategy in building talent pool within eThekweni Electrical Unit. The researcher was allowed by EEU management to perform the research devoid of any intrusion. It was assumed that the respondents are going to answer factually and honourably to the research.

1.9 Chapter Outline

This study is presented in five chapters that contain the following details:

Chapter One: This chapter provides an overview to the study and covers study motivation, focus of the study, problem statement, study objectives and research questions. It also shows the scope of the study and arrangement of the study.

Chapter Two: This chapter covers the review of literature from previous studies, research and knowledge. The literatures that relates to skill and talent shortage,

turnover of workforce, succession planning and attraction of talent as well as management of talent were reviewed.

Chapter Three: The third chapter covers the methodology of the study and touches on aspects such as the aim and objectives of the study. The research design and method was outlined while the sample size and techniques used in collection of the data and construction of the questionnaire were also reviewed.

Chapter Four: Chapter four covers analyses and interpretation of the data that were collected from the respondents. The reliability of data was verified using Chi-square, Anova test, Correlation Test and Regression. It also presents the discussion of the interpreted data, by cross-referencing to the literature and findings.

Chapter Five: This chapter concludes the study by outlining conclusions and recommendations.

1.10 Conclusion

This chapter outlined the background, motivation and the focus of the study. It also provided the problem statement, study objections and questions, as well as the scope and assumptions of the study. It is evident from the background that succession planning is a vital strategy in building sustainable talent pool at the EEU. This study helps to understand the dynamics and how to address the existing gaps at the EEU. The next chapter presents the literature review.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The previous chapter presented the introduction and background of the study. This chapter presents the literature related to the study. It starts by giving an overview on some definitions and different perspectives on succession planning as it relates to building a stronger talent pool in organisations. Additional literatures that applies to talent management, employee and scarce skills retention, technical careers and reasons for skills shortages from a global and South African points of view were reviewed. This chapter additionally provides some of the recommended strategies that can help any organisation initiate succession planning practice.

2.2 Definitions of Succession Planning

All organisations regardless of their size and capacity, require succession planning. Although it is less likely that they will have prospective replacements for every role, research has shown that they can marginally cross-train. The cross-training makes sure that employees are equipped to watch the key job when the old employee leaves and avoids responsibilities from falling through the cracks (Heathfield, 2018). According to Heathfield (2018), succession planning is the process whereby an organisation makes sure that employees are developed to fill each crucial role within the organisation. In this process, they ensure that they will not have a crucial role available for which another employee is not ready to occupy. In employee movements, it is a known fact that there are usually situations that organisations are unprepared for, but when it comes down to the vast majority of employee movement, succession plan should be in place (Heathfield, 2018).

According to Rothwell (2016), succession planning covers technician, professional technician, professional engineers, project managers, supervisors and ranging up to the top position in the organisation. It also describes management positions to

offer all-out flexibility in sideways management moves and to ensure that as individuals achieve greater seniority, their management skills will expand and become more generalised in relation to total organisational objectives rather than to purely departmental or business unit objectives (Rothwell, 2016). Succession planning also refers to a leadership-preparation stratagem or in specific, succession planning is a preparation of the organisational future with the suitable and essential development of human capital to succeed into critical leadership positions. These critical leadership positions involve strategic and tactical steps, which in turn falls into long term business and strategic planning (Muslim, Haron and Hashim, 2012).

According to Rothwell (2016), succession planning should not stay in isolation. It should be combined with succession management which accepts that a more dynamic business environment in the building of talent pool should happen in real time. It identifies the implications of the new employment contract, whereby corporations no longer (unreservedly) guarantees anyone continued employment, even if he or she is doing a good job (Rothwell, 2016). Succession management centres on ongoing daily efforts to build talent pool and may include the leader's role in coaching, giving response, and otherwise helping employees recognise their potentials. Both succession planning and succession management lay emphasis on the importance of developing internal talent to meet present or future talent needs of the organisation (Rothwell, 2016).

2.3 Concepts on Succession Planning

According to Heathfield (2018), many businesses are not acquainted with the concept of succession planning in their organisations. Most businesses plan informally and verbally for succession that involves only key roles. These key roles are usually deemed more important. For example, Joseph as an employee is identified as the strongest player on Mary's team and so he is expected to succeed Mary when she leaves or if she is promoted. In other situations, senior management team may put forward the names of employees that they believe are strong players

with great potentials in their organisations. This helps other senior managers or leaders to know who is available for possible promotion or reassignment when they are evaluating an employee to fill in a critical role (Heathfield, 2018). The benefit of a more formalized system is that organisations display more of a commitment to coach and develop the worker so that he or she is ready to take over. Thus, it allows all leaders and managers to know who the key employees are in all areas of the organisation (Heathfield, 2018).

According to Muslim, Haron and Hashin (2012), succession planning can be viewed as a scale. This is different from replacement planning, as it is on the lower side of this scale because it recognises the successors of the leaders of the top two or three managerial levels, but it does not carry out any focused development of the identified individuals (Muslim, Haron and Hashin, 2012). On the upper end of the scale is succession management, the process which involves a deliberate identification and development of replacements for all managerial levels of a business (NHS Leadership Academy, 2015). In between these two ends lies succession planning, an effort which prudently recognises and develops individuals for the top two or three managerial levels (Muslim et al., 2012). Succession planning and management should not be confused with replacement planning, though they are compatible and often overlap. The obvious need for replacement planning is frequently a driving force behind efforts that eventually turn into succession planning and management programs (Rothwell, 2016).

According to Rothwell (2016), succession planning and management need not be limited solely to management positions or management employees. An effective succession planning and management effort should also cater for the need for critical backups and individual development in any job group – including key people in the professional, technical, engineering, sales, priestly, and production ranks (Rothwell, 2016). The necessity to encompass the definition of succession planning and management beyond the management ranks is becoming more significant, as organisations try to build high-performance and high-engagement work environments in which decision making is well managed. Leadership is carried out throughout an endowed workforce, trademarked technical knowledge amassed from many years of experience is key to doing business, and individual relationship

critical to work are passed on from departing workers to their successors (Rothwell, 2016).

According to Rothwell (2016), it is also vital to distinguish succession planning and management from other practices like; workplace planning, talent management and human capital management. Talent management is the process of recruiting, on-boarding, and developing, as well as the strategies associated with those activities in businesses (Rothwell, 2016). Human capital management deals with individuals and their economic value. According to NHS Leadership Academy (2015), succession planning will be more effective if it is connected with other people management programmes like talent management.

2.4 Factors Indicating Company to Implement Succession Planning

According to Mourougan (2015), there are several factors that indicate when a company needs to implement or re-evaluate succession planning. They include;

- a. When employee turnover becomes serious: This is a case where the exit of the number of high-potential employees is more than that of average employees.
- b. When employees feel underrated: there is a succession planning problem when a bulk of the employees feel that there is no room for progression because of too many external hires.
- c. No replacement for key talent: If an esteemed member of staff unexpectedly leaves, there is no one able to take their place.
- d. Leadership notice that there are not too many candidates for promotion: In this case, employees who are not developed for management or senior technical and professional positions will never be promoted.
- e. The retention risk analysis is high: A risk analysis uses different parameters to determine the potential number of workers who will leave. These will take into consideration retirement and other trends in the organisation.

2.5 Advantages and Benefits for Employees of Succession Planning

According to Mourougan (2015), effective succession planning helps the company to retain leadership in crucial positions and guarantees business continuity. Employees who know that a next role awaits them, receives a boost to self-esteem and self-respect which increases their effectiveness and worth as an employee (Heathfield, 2018). A good succession planning strategy strengthens the talent pool by helping managers identify potential skills and competency gaps that companies can proactively train and groom (Mourougan, 2015). According to Mourougan (2015), succession planning helps by minimizing time and stress involved with interviewing, hiring, and ramping up a new employee. It also provides cost savings and enables employers to identify the skills, experience, and development opportunities necessary to help the employee become prepared for progression when the next opportunity comes up (Heathfield, 2018).

Succession planning enables the employee's value to be shared with the rests of the business so that if an opportunity comes up, the management can consider the employee to fill the role (Heathfield, 2018). Succession planning also enhances the image of the organisation and improves employee satisfaction and commitment to company goals (Mourougan, 2015). According to Jayaram (2015), succession planning also improves the visibility into an employer's talent pool so that they can make timely and appropriate actions. It also enables the organisation to realize high-potential and unseen talents using some of the interactive and visual tools.

2.6 Challenges of Succession Planning

According to Mourougan (2015), if succession planning is a key organisational tool for securing the future, why it is that business sectors still end up with critical shortages in the supply of top professionals, managers and leaders? The answer is that succession planning presents a number of organisational and policy challenges, which if left unsolved, will weaken the concept. These organisational and policy challenges includes:

- a. How to balance the ambitions of employees with those of their employing organisations?
- b. The question of what should be the focus for a succession plan. Should it be focused on key positions that are hard to be filled and very critical to the business OR should focus be put on particular people with potential for advancement OR should focus be on high-potential employees who could transit into any leadership positions within the company?
- c. The question of how to balance existing competency frameworks within the organisation and the need to look critically on the obvious competency needs of the organisation.
- d. The question of how will the alignment of the succession plan be ensured within the future of the organisation?
- e. The risk of focusing talent on managing the efforts of the top performers, at the expense of the broader developmental needs for the rest of the company.

2.7 Skills Shortage as a Driver for Succession Planning

According to Nurlita (2018), as the competition is growing globally for knowledgeable and competent employees, it is important for organisations to have major systems in place in order to function and be able to withstand challenges that may arise due to the complex global environment. The job market is experiencing a quick change that makes it look a lot altered than it did a few years ago (Nurlita, 2018). According to a recent 2018 Hiring Outlook report, some employers would extend a counter offer in order to keep their best employees (Nurlita, 2018). Professional skills and high level of effective leadership would be required to weather the kind of economic crises that are similar to the 2008 financial meltdown, if observed in their organisations (Southeast Service Cooperative, 2016).

It is said that engineering and production companies that survived the Great Recession nearly a decade ago are now faced with sustaining growth due to a critical shortage of skilled manufacturing employees (Townsend, 2018). While organisations comprehend the growing number of baby-boomer workers looking to leave employment in the next ten years, many have not addressed the gap in skilled

labour requirement to uphold good workforce, which is a major driver in realizing succession planning strategies (Townsend, 2018). Employees hold massive amounts of key experiences, information and skills. With that vast knowledge and experience, they can walk out the door with them when they retire or leave an organisation for another reason if there is no successive planning in place (Townsend, 2018).

Studies done by Saratoga (2012), the fifteenth Annual Global CEO Survey, found that management is still at the top of ranking for most business leaders as a primary area of focus. The survey also found that 78% of the sampled CEO's indicated that they have plans of changing their strategy on attracting new talent base in order to challenge the global environment that have introduced new ways of doing business. It was highlighted that 31% innovation had already been affected by shortage of talent in their respective companies (Saratoga, 2012).

According to Tower and Watson (2017) organisations have huge challenges in trying to source and maintain skilled talent. According to Beechler and Woodward (2009), this has resulted in problems such as acceleration on rates of talent markets and changes in the demographics of the workforce, thus resulting in further pressure to how business attracts and retains skilled workforce (Beechler & Woodward, 2009).

2.7.1 The South African Perspective

In South Africa, organisations and businesses are also not immune to global challenges as they are faced with the same issues of attracting and retaining the competent talents (Towers and Watson, 2017). There has been a sharp increase in retirement of baby boomers which has created a shortage of skilled workforce. This has resulted in negatively impacting the ability of organisation to maintain competitive advantage and its performance (Jirsak, 2017).

Latest appointments of well-known senior leaders in South African boardrooms raise queries as to the factors possibly prompting board decision-making and whether inside processes, such as succession planning are working efficiently (Jirsak, 2017).

Even though these personalities unquestionably hold demonstrated track records, the selection of executives from a narrow talent pool does provoke questions regarding the broader senior management talent pipeline (Jirsak, 2017). According to Ngobeni and Bezuidenhout (2011), finding talented workforce is very challenging even within South African organisations. According to the report from Walters (2015), the shortage of technical experience has been peculiar and continues to increase the competition for local specialists in the South African employment landscape (Ngobeni and Bezuidenhout, 2011). The above variables increased the motivation behind why an establishment of Technical Task Team by the Human Resource Development Council, to locate the key difficulties that affects the supply of experts in South Africa had to come up with a method for managing the challenge. The task team worked with employers, different labour employees and SETA's to develop a list of Sector Skills Plans and scarce skills. It was discovered that employees who are Electrical Artisans, Electrical Engineers and Electrical Technicians featured the top ten national scarce skills in demand (Municipality, 2014-2015).

According to the Lifting Equipment Engineering Association of South Africa (LEEASA), the chairperson Arnold Sommer expressed concern that the absence of qualified professionals present a substantial safety concern for the South African heavy lifting industry (Muller, 2018). Sommer outlines that LEEASA has noted a substantial skills gap in competent riggers and operators who have sufficient knowledge to plan and carry out heavy lifts. This is because most of the experienced riggers and operators are emigrating from the country where they are presented with better opportunities due to lack of succession planning in technical profession in the country (Muller, 2018).

2.8 The eThekweni Municipality

In Sinha and Sinha (2012), it was reported that the public sector was the biggest employer and it rewards less compared to the private sector. This then meant that retention of the workforce in the public sector is very low. The shortage of skills and talent together with high vacancy rates, impacts negatively on the services offered to the general public by the government. This has resulted in the emigration of top skilled workforce in the public sector and as a result created skill shortages in the public sector.

The eThekweni Municipality (2015) reports that the municipality had approved a talent management strategy in which the succession planning framework was to be replaced. This framework was to ensure that the city of Durban achieves 2020 integrated development plan (IDP) vision to be the most liveable city in South Africa. This would be achieved by recruiting the right skills and talent. After recognising that there is scarcity of talent caused by economic growth and shortage of skills, the back drop had caused the city to review its plans. The same report stated that the municipality has to cultivate and retain existing talents for it to achieve the outlined expectations from the 2020 IDP goals.

2.9 Employee Turnover Impact on Succession Planning

Every manager and HR professional consider employee turnover as an inconvenience, because of the cost and damaging effect it can have on any organisation (Wong, 2016). Previous studies have shown that it costs an average of one-fifth of an employee's salary to replace that person, which implies that for a position paying R1 000 000 a year, your replacement costs will generally run over R200 000 (Wong, 2016). As stated by Chang, Jordan, Sean, Chong and David (2009), turnover does not only refer to workforce moving out of the organisation. It also refers to the individual who has halted playing a specific part inside the organisation. In a layman's term, employee turnover could be characterized as permanent withdrawal by staff (voluntary and involuntary) from a business (Chang et al., 2009). As stated by Medina (2012), worker turnover is not something recent and it is not something unexpected, it is found in many organisations.

Employee turnover refers to the number of percentage of workers who exit an organisation and are replaced by new workers (Wong, 2016). Calculating employee turnover can be helpful to employers that want to evaluate the cause of turnover or estimate the cost-to-hire for budgetary purposes (Wong, 2016). Some writers such as Noe, Hollenbeck and Wright (2013), express a view that the rate of retention of the skilled and talented workforce is linked to the rate of retention of the businesses clients (Noe et al., 2013). The view further express in the 100 Best Organisations You should Work for, displays a relationship amongst sales growth and retention. This may be the reason why emphasis has been placed on research which is in relation to turnover, where organisations attempt to discover inventive routes while withholding clients which has thus helped in expanding sales (Ton & Huckman, 2008).

Advancements done in engineering organisational needs have prompted rapid development of high-technology commercial enterprises, which has expanded and alongside encouraged worldwide migration. This has placed the skilled and talented employees like electricians' and technicians' needs as a secondary interest (Ton & Huckman, 2008). These organisations have been compelled to be robust in their institutional knowledge by making sure that employee maintenance are of high priority on their schedules (Medina, 2012). As stated by Noe et al. (2013), when rival of performers intensifies, organisations need help to progressively utilise strategies, for example, 'talent poaching' to raise their awareness on attraction of skills and talent while destroying competition.

South Africa is not shielded from staff turnover in the general public sector. Signs have always been there for competition in the two sectors, which are public and private sector particularly on skilled labour, skilled technicians and qualified electricians (Wong, 2016). It might be tenses with regards to aptitudes for such specific specialized technical skills. As stated by Muteswa and Ortlepp (2011), the competition between public and private sector brought about the skills shortages. The core reasons for shortage of talent are generally caused by stiff competition between local and international organisations on talent which lead to the term "war to talent" and the emigration of skills from South Africa (Muteswa & Ortlepp, 2011). A secondary reason for this study is to see some drivers towards employee turnover

and their cause's particularly voluntary turnover, so that viable methodologies might be utilised as alternative (Chang et al., 2009).

2.9.1 Causes and Types of Employee Turn Over

Research by Power (2012), demonstrates that employees who left their work recorded some of the reasons why they left (Power, 2012). These reasons include;

- Absence of growth opportunities for their talent and skills
- Insufficient reimbursement
- Tediousness and absence of competition
- Deprived work and life stability
- Vocational anxiety

In order for establishments to keep their present talent pool inspired and engaged, they need to gather feedback from those that are on their way out (Duong, 2016). Employee turnover does not only take place when the worker says, 'I quit'. There are many reasons that may lead to worker's exit. According to Duong (2016), there are usually four types of employee turnover every organisation needs to take into consideration. They are; retirements, internal transfers, involuntary and voluntary turnover. For the purpose of this research, only voluntary and involuntary turnover will be evaluated.

No business is immune from the occasional, "I quit!" Voluntary turnover is a situation where the employee decides on his own to leave the organisation and is usually self-initiated (Duong, 2016). As indicated by Chang et al. (2009), voluntary turnover is prompted as a cause of the organisation and as a rule the organisation would want to retain specific employees. Reasons for voluntary turnover include discovering better opportunities within or outside the organisation; clashes with administration, executives, compatriots and so forth (Chang et al., 2009). Voluntary turnover can be avoidable (Ariokiasamy, 2013). Turnover that is avoidable in an organisation may impact the organisation since the workers leave as a direct result of very low occupation fulfilment. According to Arokiasamy (2013), scenarios such as these in an organisation can be seen and often are as a result of turnover by

directing post-employment surveys, continually assessing (employee fulfilment reviews) or by essentially spurring their workforces (i.e. work update).

Involuntary turnover is when an organisation asks an employee to leave (Duong, 2016). Some of the reasons can vary from poor performance or behavioural issues to budget reduction or structural reorganisation (Duong, 2016). For involuntary turnover, businesses cannot change or avoid it from happening. Compulsory staff turnover comes about if staff members settle on extraordinary choices, for example, migrating to another geographical region, resign to deal with personal problem and so forth (Mbah, 2012). Involuntary turnover, as indicated by Mbah (2012) happens when an organisation needs to fire a worker for poor performance or when there is hierarchical rebuilding or scaling down. Noe et al. (2013) state that regularly employees are influenced by that kind of turnover and normally, they cannot be retained by the organisation. As indicated by Mbah (2012), unnecessary turnover can end up being averse to the organisation and can end up being expensive for the organisation. It is normally described by the exiting of superior employees and is difficult to-supplant abilities. Hence, companies need to examine the underlying drivers of this type of turnover.

The turnover which is functional, dissimilar to non-functional, has no impact on an organisation. Noe et al. (2013) clarifies practical turnover as the business's method for rejecting poor performance or counterproductive employees. As indicated by Odendaal (2012), the powerlessness or disappointment of numerous businesses to retain employees has prompted staff turnover (Odendaal, 2012). These organisations acknowledge exactly how problematic and devastatingly exorbitant, neglecting to retain critical skilled workforce and talent pool can be (Duong, 2016).

2.9.2 Employee Turnover Implications and Costs

Non-functional staff turnover is the point at which it harms the organisation. As indicated by Coombs (2009), high turnover of employees particularly those with profoundly specialised skills and talent is an indication of under planning and deficiency in management, which is particularly seen in the government sector (Coombs, 2009). Galletta (2011) further states that natural impacts turnover has on

the organisation, ought not to be overlooked and suggests that the workforce will probably be retained when the workforce has responsibility, as they show high enthusiastic connection and recognizable proof (Galleta, 2011). Coombs (2009) highlights that for businesses to keep up with the favourable competitive position, they have to retain a highly skilled workforce.

Expenses and cost of high staff turnover may be staggering. Replacement cost may include the search of the external labour market for possible substitute, selection between competing replacements, formal induction and training of the replacement until he or she reaches a believable level of performance that is equivalent to that of the employee who left the organisation (Guest, 2017). A number of accessible research points out that turnover of employees is associated with high expenses. As indicated by Lucas (2015), huge numbers of these expenses are covered up which specifically influence the organisation's benefit. Normally the expenses related to workforce turnover may be separated in two indirect expenses and direct expenses. Furthermore, Lucas (2015) corroborates that undetectable and concealed expenses can altogether hurt the organisation since they are effortlessly quantifiable. Indirect expenses can be listed as those expenses which bring down profitability that could result in missed deadlines. Such loss of authoritative information may prompt client misfortune leading to lost deals, low assurance because of interruption of business capacities, loss of believability or negative view of organisation (Lucas, 2015). It can also affect the wellbeing of employees or lead to fatigue, which may lead to ill health incidence due to employee exhaustion or wear out (Lucas, 2015).

According to Guest (2017), aside from the cost of replacing an employee discussed earlier, other negative costs could combine together to affect the organisations' profit. The settlement of worker's benefits (gratuity and others) and the cost of legal processes all come together to affect business performance. This ultimately affects the overall profit of the company. Whatever leads to increased costs or declined productivity or revenue will always reduce the business profit (Guest, 2017).

2.10 Succession Planning - A Tool for Employee and Talent Retention

Salama (2014) refers to employee retention as the ability of an organisation to retain its workers or the practice of reducing turnover of employees. Retention management is a tactical, coherent process that starts with an evaluation of the causes why employees join an organisation (Salama, 2014). Talent comprises of those persons who can make a change to organisational performance, either through their instant contribution or by demonstrating the highest level of potential skills (Salama, 2014). Sinha and Sinha (2012) highlight that the main aim of staff turnover research is to recognize the reasons employees leave and identify reasons that force employees to remain (Sinha & Sinha, 2012). Selecting experienced workers is basic to a growing business, however retaining these individuals has turned into the most point of convergence for some organisations, in both public and private sector (Coombs, 2009). Subsequently, maintenance alludes to strategies and practices set up to keep important employees from leaving their occupations which can be done by offering them better position within the organisation (Sinha & Sinha, 2012). As indicated earlier, it is important to note that maintenance is action taken by organisations to take measures that make employees stay in the company for a longer period (Coombs, 2009).

As indicated by Sinha and Sinha (2012), retaining quality employees is an issue which is quickly becoming significant to management challenges that businesses encounter. It goes ahead to infer that the global workforce examination focuses a lot on increasing shortage of profoundly experienced workforce. Hence, companies who neglect to hold these superior employees in all likelihood, will lose the upper hand in that they are left with an unskilled range of employees. This shows that talent and employee retention is vital to efficient succession planning for any organisation.

2.10.1 Scarce Skilled Employee Retention

Skilled trades and engineers remain the most challenging positions for businesses to fill according to Manpower Group tenth annual Talent Short Survey (News24 Wire, 2015). With unemployment in South Africa remaining high, it is shocking that employers continue to struggle filling vacant positions. South Africa's sustained skills deficit is made harder by a lack of technical skills, which is having an adverse impact on employment across many sectors of the economy (News24 Wire, 2015). Experts on rare talented workforce considered as 'scholarly capital' consider scarce skills as a serious economic problem, since they contribute fundamentally to the business competitiveness as per Dyk, Coetzee and Takawira (2013). In their article, they called attention to fact that there are critical monetary implications when exceedingly experienced and beneficial experts leave an organisation and that there must be someone within to replace them (Dyk et al., 2013). The staff turnover of these skilled employees does influence that business as well as the nation's economy. Rasool, Botha and Bisschof (2012) argue that this can be minimised if there is a plan in place. It is in this manner that it is highly essential to comprehend and deal with employee retention, by having succession planning in place in the business (Rasool et al., 2012).

Research that has been directed on retaining talent at top positions, particularly building capacity of talent has been essentially centred on reasons why staff leave these positions (Rasool et al., 2012). However, they neglect to put in context the bigger setting of employee retention in the designing of succession planning. According to Rasool et al. (2012), an overview led on US engineers (both male and female) appeared striking and changed perspectives as to why they leave these positions. The reasons referred to include; absence of coaching and sexism. Positions do not support females, while their male counterparts get all the support, compensation and more prominent obligation related with management career (Dyk et al., 2013). However, compensation appeared to have a shared opinion, for both genders as motivation to stay in a designing profession if they are offered a better position within the organisation (Rasool et al., 2012).

As indicated by Van Rooyen, du Toit, Botha and Rothmann (2010), similar discoveries have been made in South Africa's workforce, which additionally constitutes a rare skills and talent shortage. This showed that compensation as well as internal growth goes a long way when it came to retention of employees in an organisation (van Rooyen et al., 2013). Factors like, equity, acknowledgment, management, and working conditions (Lattimer, 2016). According to Lattimer (2016), some of the ways of retaining talented employees are;

1. Employee engagement – This relates to harnessing new ways to give and receive feedback from employees.
2. Clarity of Mission and Vision – This gives an employee and workers meaning and purpose in any organisation. It is always very necessary to make an employee feel like they are part of the organisation, where they contribute and are valued. This must be united with some of the usual add-ons like a healthy work/life balance, independence to deliver, and defined partnership approach.
3. Creation of Internal Fast Route – This deals with the ability to spot and act on emerging talent spontaneously and efficiently at a pace which matches the aspiration of the top performers in the organisation.
4. Building and Creating a Loyalty Inducing Culture – This is important as it supports, develops and appropriately challenges the talented and top performing employees in the organisation, thereby allowing them to grow and mature.
5. Mutually Beneficial Contracts – It is important to ensure that employees get a feeling of partnership in the workplace. This enables them to know how important they are to the organisation.

2.10.2 Public Sector Employee Retention Levels

Working in the public sector as a skilled employee is no simple activity. The management of the Department of Public Works and Roads - DPWR (North West Province) has witnessed with concern the rate at which staff members are leaving the organisation (Roads, 2017). This report stressed the fact that the trend has an

adverse potential to dwindle the efforts of the department towards the realisation of its mandate as outlined in the vision, mission and goals in the strategic plan. Lavinsky (2012) calls attention to the fact that people in the general public sector spend time fighting political issues, rather than meeting the needs of the taxpayers (Lavinsky, 2012). In spite of the fact that there are number of great projects and activities inside public sector which are designed to benefit the public in general, it neglects to retain experienced and skilled employees in light of restricted pay rates offered and benefits accessible (Lavinsky, 2012).

Frequently the private sector is the favoured business of choice by skilled electrician and technician due to the fact that it offers more development and advancing open doors for its employees (Omotoye and Malan (2011). However, the lack of poor succession planning makes the retention levels of such employees not to see the daylight (Omotoye & Malan, 2011). This also makes it noticeably troublesome for the people in general public sector to make successful workforce administration strategies to hold talented workforce. As indicated by Coombs (2009), the public sector is normally loaded by normal management styles i.e. principles and directions, control frameworks and political settings. Public sector experts are portrayed by restricted independence and need adaptability, which significantly influences the adequacy of the enlistment and maintenance methods that may be set up (Coombs, 2009).

According to Sewdaas (2012), the fundamental point of any public sector is to enhance the benefit of the taxpayers in the economy. This cannot be accomplished by having unskilled workers, but by having skilled employees that will execute the work and meet the needs of the communities and municipalities at large (Sewdaas, 2012). The writer express that South Africa's public sector must position itself among the best on the planet by benchmarking effective worldwide ventures and embracing procedures, devices and methods that would improve its aggressive knowledge (Sewdaas, 2012). To accomplish focused insight, general public sector must have the capacity to pull in and hold profoundly talented employees such as electricians and technicians (Sewdaas, 2012).

2.11 Attraction of Prospective Talent and Employees

The global village which has given rise to multinational giant companies, has created competition of high-talented workforce. For some nations, to extend their "home developed" human capital, they have put a considerable measure in general human capital planning and strategic succession planning so as to take care of this demand (Sewdaas, 2012). High rivalry also known as "war for talent" particularly among developed nations, gives rise to this slippery worldwide talent and skills (Duong, 2016). In the beginning of the so called talent wars, worldwide businesses worked at achieving worldwide skills and talents with as much as they could, by taking advantage of their colossal assets to draw in employees in energizing occupations, effective positions and sharing of prizes and so forth (Boushey & Glynn, 2017) . Worldwide businesses are expected to have high grounds in this war for talent, however as indicated by Boushey and Glynn (2017), organisations in the developing economies like Brazil, Russia, India, China and South Africa also known as BRICS seem to be closing the gap. Key aspects affecting a company's capacity to pull in and hold talented staff could vary from its image and underlying impressions (Boushey & Glynn, 2017).

2.12 Succession Planning by Talent Management

The expression 'Talent Management' has been around for quite a long time. Management of talent is comprehensively expressed as frameworks utilised to deal with availability, request and stream of talent through the organisation (Boushey & Glynn, 2017). It can also be defined as the improvement and maintenance of human capital. Maintaining pace with the present definition as it being Human Resources methodology utilised by the business, is the usage of coordinated methodologies and frameworks (Masibigiri & Nienaber, 2011). This guarantees superiority by creating enhanced procedures of drawing in and utilizing, as well as retaining individuals that have the necessary skills and talent for fulfilling current or future needs of the business (Masibigiri & Nienaber, 2011).

Talent management that is focused on succession planning offer businesses with a thoughtful strategy for the retaining and continuation of serious proficiencies and exhibits genuine guarantee to developing the current workforce (Jobs and SkillsWA, 2015). Businesses without talent management and succession planning procedures are open to risks related with untouched potential and reduced yield, the loss of vital employees, the loss of important knowledge and skills, and the difficulties of quickly recruiting new workers with the same skills set (Jobs and SkillsWA, 2015).

In the study, talent management means the ability to retain current talent and pulling in or enlisting the correct talent (Masibigiri & Nienaber, 2011). Ordinarily, the enlistment includes the promoting positions, directing meetings and so on. Nevertheless, these days a key approach to recruitment of talent is by adjusting procedure used by the business, distinguishing basic and rare aptitudes with the business, making talent pools and experienced people to the prerequisites of the business (Masibigiri & Nienaber, 2011). According to Jobs and SkillsWA (2015), the combined processes are important to organisations because they;

- Guard critical operational necessities;
- Ensure optimum input of high potential employees;
- Support the expansion and growth of employees and ensure better worker meeting;
- Offer a range of education, growth and skilling prospects;
- Are formalized through training, coaching and career pathways and plans, and
- Are key component in formal human resource planning systems

2.12.1 Talent Pool Management Strategies

According to Grobler, Warnich, Carrel, Elbert and Hartfield (2011), when embracing the ability of management procedure, it is critical for the organisation to have the upper hand (one of a kind qualities) over their opposition. By distinguishing these qualities, it winds up less demanding for Businesses to recognize the fundamental skills. Skills are characterized by Grobler et al. (2011) as an arrangement of practices, aptitudes, information, or capacities that are basic to fruitful work achievement. It is significant for the organisation to decide skills that are vital as of

now and later on, all together for employees and for the business to be fruitful (Grobler et al., 2011).

When capabilities together with skills have been distinguished, the subsequent stage would be to assemble and dissect the proof information that would shape the establishment of talent pool management procedures, that would be powerful in the leadership of the organisation (Grobler et al., 2011). Grobler et al. (2011) highlight that the identification of talent is the principal stage in the talent management process that businesses use to assemble pertinent information. Rich wellsprings of such information are:

- Entity methodology (key objectives, vision, mission).
- Entry/post-employment surveys.
- Employee studies.
- External studies by prospect.
- Divisional and departmental gatherings.
- Socioeconomics and the external dynamics of market.
- Acknowledged fascination and challenge of retention.
- Interior departmental sweep.
- Creating pools of Talent.

Because of excessive work in advertising requests for expert and specialized abilities, it is essential for the business to draw in by consistently creating and assembling skill pool. Organisations need to take proactive position in creating ability pools, keeping in mind the end goal to remain in front with skill needs and determined patterns in skills procurement and their enterprises (Masibigiri & Nienaber, 2011).

Pools of talent are increased for organisations if they include potential applicants that are reasonable for their requirements (Beechler & Woodward, 2009). Thus, building up an ability pool is in a general sense building wellsprings of abilities that the business will utilise if necessary (Mourougan, 2015). In order to create talent and skills through talent management, organisation should put their "Skill Nets" inside or outside the business or both. By creating skill source, company can ensure coherence and future sustainability (Mourougan, 2015). Particular enrolment

programs for specific basic skills such as competent electricians, technicians, engineers and so on ought to be created as these stages can help with bringing in new and experienced skills to the business (Guest, 2017). However, for these procedures to succeed, contribution with coordinated effort and the collaboration with fundamental partners i.e. focal organisations and offices are exceptionally required (Duong, 2016). According to Duong (2016), some of the procedures below should be explored. They include;

- The basic position portrayal ought to be consistently assessed.
- Capability reports for essential positions should be produced.
- Current abilities accessible to the entity shall be surveyed.
- It must be resolved that if skills could be discovered inside and provided that this is true, at that point techniques in addressing present or short term needs of the entity shall be created.
- Commence with making provisions for future needs for the organisation right away.
- Talent Attraction from outside the organisation.

Amongst researchers, some believe that one of the methodologies that could be used in drawing in experience, talent and new skills is competent management. Organisations should be dynamic in building a brand that is helpful for pulling in top talent (Wallace, Lings, Cameron and Sheldon, 2013). In a highly skilled workforce, this may make an interpretation of creating procedures to exhibiting basic positions for the present necessities of the business (Wallace et al., 2013). A well-established company makes it easier for talent workforce to adapt to the workplace and organisational culture which cultivates positive employee in business relationship and meets or surpasses their desires (Wallace et al., 2013). Specific enlistment programs for gatherings of electricians, technicians and so forth ought to be created as these platforms can help by bringing in new skills and experienced workforce to the business (Roads, 2017). These systems for some reason can only be successful if the inclusion is a joint internal efforts and the participation with primary partner's i.e. focus organisations and offices (Rasool et al., 2012).

2.13 Succession Planning Development Strategy

According to Southeast Service Cooperative (2016), the following five steps are used for succession planning strategic plan (Southeast Service Cooperative, 2016). They include;

- a. Linking strategic and workforce planning decisions.
- b. Identifying key positions.
- c. Assessing leadership potential.
- d. Development and retaining of talent pool – this includes developing internal potential candidates and recruiting external talent.
- e. Capturing and transfer of knowledge – this implies that the knowledge needed for the position must be freely exchangeable to another employee, so that services and operations encounter as little disruption or disturbance as possible.

According to Mourougan (2015), effective and efficient planning relies on three practices, regardless of the industry. These are; defining a process, continuous review and technology.

2.13.1 Defining the Process

According to Mourougan (2015), there are numerous key fundamentals to designing a process that is both all-inclusive and tailor-made to the organisation. The first step is the assessment of key positions. What are the roles in the business that are critical to the business? This is a thorough survey of key positions across the company from a top manager (e.g., deputy head in EEU) to the least person in the EEU.

Once these first two steps are finalized, development plans can be put together for grooming individuals and strengthening the positions in all the critical areas of the business (Mourougan, 2015). The emphasis must be on high prospective employees, how to groom and retain them. It also allows identifying areas of improvement. Lastly, creating a consistent, ongoing monitoring and review process

is vital to robust succession planning. A well-designed succession plan requires ongoing review and scrutiny from senior management and other key leaders as well as the Human Resources (Mourougan, 2015). The figure 1 below illustrates the key elements for effective succession planning.



Figure 1 - Key Elements for effective succession planning

Source: Mourougan, S., 2015. Succeeding at succession through talent management to retain intellectual capital for business continuity. *Journal of Business and Management*, 17(4), pp. 32.

2.13.2 Review Continuously

As soon as the process of evaluating and knowing employees at all levels of the organisation have taken place, managers should have a good knowledge of the depth and scope of existing talents (Mourougan, 2015). Even though succession planning can effectively guide identification, development and retention, the process can fall apart if the information is not analysed, evaluated and updated continuously (Mourougan, 2015).

2.13.3 Technology Application

It can be time consuming to design, implement and execute an effective succession planning (Mourougan, 2015). A manual or paper-based system is not viable because there are simply too many variables to be assessed (Mourougan, 2015). Just collecting and analysing data on its own to drive assessments for every worker is alone a huge undertaking. Once information is gathered, keeping it up to date, centralized and easily accessible to leaders with the appropriate permissions is very difficult when documents are kept in manual binders or file drawers through the business (Mourougan, 2015). Therefore, it is paramount to use innovative and talent management technology solutions available that dramatically facilitate the entire succession planning process (Mourougan, 2015).

2.14 Summary

According to Mourougan (2015), many organisations look only at the present instead of the future when it comes to succession planning. A business should have a pool of skilled individuals that is looking to grow for the future at all times. It is not sufficient to simply be preparing one person for the job up the ladder. There should be variety of individuals in the organisation who have been selected as having the ability to come up to other senior levels in the organisation (Muslim et al., 2012). EThekwini municipality must review the feasibility of success planning in the EEU in other to build more talent pool.

According to Muslim et al. (2012), strategic long-term plan should be drawn up to comprise of a formal documentation identifying potential talents and future leaders. This would decrease organisational conflict and guarantee that the right candidates with the right qualifications are chosen to improve EEU talent pool. External recruitment, while sometimes essential if looking for a new skill set or new ideas, is on the whole more costly than promoting from within and brings with it different risks (Mourougan, 2015).

Effective communication is a key factor in ensuring the success of a planning effort. Human capital management team of EEU should be assiduous in clarifying the benefits of a communication strategy, and helping to carry it out with major backing from senior management and the entire organisation (Jayaram, 2015). It is important for EEU to apply an effective communication plan that will help them answer questions such as: “How can we can we create an effective strategic succession planning practice that values the workers while guaranteeing a strong pipeline of potential successors?” In addition, the communication must be aligned to help achieve business goals and outcomes in other to be strategic (Jayaram, 2015).

2.15 Conclusion

This chapter reviewed the literature on succession planning, concepts and trends in succession planning. Factors, challenges and benefits of succession planning were also reviewed. Succession planning was also discussed from a South African context and the case of eThekweni Municipality was discussed. A review was also done on employee turnover and the relationship of succession planning to employee turnover. Employee retention for scarce skills and public sector which is similar to eThekweni Municipality context was also discussed. Succession planning by talent management and strategies for setting up succession planning framework in an organisation was extensively reviewed. The next chapter presents the research methodology.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The aim of this chapter is to explain the research methodology used for this study. The methodology focuses on the overall research process and the kind of tools and procedures to be used in order to gather data from the target population (Quilan, 2011). The chapter also focuses on the individual steps in the research process in order to fulfil the study's overall and specific objectives. Given the above, the chapter discusses the different stages of the process including the purpose of the research, problem statement, research objectives, methodology, ethical considerations and summary.

3.2 Research Aim and Objectives

Quilan (2011) defines research objectives as the steps taken by the researcher to accomplish the aim of the study. This is supported by Cooper and Schindler (2011, p. 78) who indicate that the study objectives "are the researcher's version of the business problem", hence an expression of his/her wishes or expected achievement(s). The aim of the study is exploring what is the viability of succession planning as an effective strategy to build an internal tool at EEU.

The main goal of undertaking the study therefore, was to answer specific objectives including:

1. To determine if the current talent pool is sufficient to fill critical positions at EEU.
2. To investigate if there is provision for succession planning in place to replace existing critical positions at EEU.
3. To investigate whether the concept of succession planning maybe utilised as a formative approach in increasing the workforce of the top performers within the EEU.

4. To ascertain whether succession planning can be utilised as a tool to retain skilled, talented and competent workforce within the EEU.
5. To evaluate whether succession planning can promote communication and exchange of information within the organisation.

3.3 Research Questions

Cooper and Schindler (2011) points out that the research question can be viewed as the preferred hypothesis that best states the objectives of the study. This was further explained by Quinlan (2011) who states that a research question indicates issues requiring a solution. In order therefore to comprehensively resolve the research problem, a questionnaire was developed based on the outlined research questions including:

1. Is the current talent pool within the EEU sufficient and can be used in filling critical positions?
2. Is there provision for succession planning in place within the EEU?
3. Can the concept of succession planning be utilised as an approach in improving the current workforce?
4. Can succession planning be utilised as a tool for retention of technical talent and skilled workforce in the EEU?
5. Can succession planning advance conservation and exchange of organisation information administration?

3.4 Purpose of this Research

According to Cooper and Schindler (2011), research has different meanings to different people. This means that research is not only the search for new knowledge or information on a specific topic, but also a process of systematic and methodical investigation of issues that need to be resolved. This also entails observation, experiment or comparison. Given the above, the purpose of this study is informed by Sekaran and Bougie (2010) who argue that it is to review existing knowledge, investigate a problem through a set of questions, and provide a solution to a problem. The purpose of this study was to explore the viability of succession

planning as an effective strategy in building and improving talent pool with the eThekweni Electricity Unit (EEU). This study was carried out on the population of technicians and electricians, who are seen as the prospective talents that may fill in the gaps at the higher level positions of the EEU, if and when an existing senior manager exits or retires from the organisation.

3.5 Problem Statement

Sekaran and Bougie (2010) argue that the problem statement introduces the focus of a scholarly investigation. Many factors and circumstances in their personal and work lives influence both their effectiveness as employees and the quality of service they render. Some of these factors are relationships in the workplace, the work environment, as well as the employees' personality and socio-economic circumstances.

3.6 Research Methodology

3.6.1 Literature Study

Secondary data (literature) related or similar to the research topic such as publications, academic journals, electronic databases and the Internet were reviewed. Secondary data was also extracted from EEU information centre, books, site and diaries. This helped to ascertain and interpret what has been written and published on the research topic. In this respect, literature review was discussed in detail in Chapters One and Two.

The study was complimented by primary data generated from responses of qualified technicians and electricians employed by EEU at the eThekweni Municipality. The above was achieved via the administration of questionnaires, considered instrumental in the collection of relevant data from the respondents who were/are knowledgeable on the issues under investigation. This is line with Lacobucci and Churchill (2005) who appreciated the importance of data collection as an integral part of the problem-solving process seeking to clarify the purpose of any research

(Locobucci and Churchill, 2005). This is further supported by Dale, Van der Wiele and Van Iwaarden (2007, p. 449) observe that the goal of data collection is primarily to get a good overall picture of how a process performs and to produce reliable information (Dale et al., 2013). Thus, the approach achieved greater response rate, and was equally balanced by ethical requirements that protect the rights of the respondents. Thus, in particular, 86 out of the 109 sampled participants positively responded to the questionnaire administered by the researcher. This is discussed in detail in Chapter Four, but the methodology of collecting data dominates this chapter.

3.6.2 Research Design

This section narrates how the research was conducted in line with Sarantakos (2005), who states that quantitative method is the numerical representation and manipulation of observations for the purpose of describing and explaining observable phenomena (Sarantakos, 2005). This is supported by Neuman (2000), who postulates that the purpose of research is to explore, describe or explain phenomena that generate valid results. This is built upon a positivist paradigm, whose perceived scientific research approach which emphasised the understanding and analysis of data rather than on the precise nature of the statistical techniques themselves (Neuman, 2000). Blanche, and Painter (2008) maintain that the quantitative approach to research allows the researcher to use statistical procedures to analyse the data that was collected from the respondents. This entails concise description of relevant variables that have been sorted, classified, measured and transformed using statistical methods in a strictly objective way (Blanche et al., 2008). Further, the variables are capable of being accurately described by a set of rules, formulae or strict procedures which then make their definition unambiguous and independent of individual judgments. This positions a quantitative research design as more appropriate to achieve the study objectives listed below as well as allow greater objectivity and accuracy of results. Thus, an appropriate and suitable research design must be decided upon, prior to the conducting of a research study.

A research design is defined as the master plan that specifies the methods and procedures for collecting and analysing information obtained (Cooper & Schindler,

2011). Secondly, it can be regarded as a structure for a research study that seeks to generate expectations. Thirdly, it was used as a roadmap that specifies the methods and procedures for collecting and analysing data. Fourthly, quantitative research approach involves the collection and analysis of numerical data and the application of statistical tests (Sekaran & Bougie, 2013). This equates quantitative data analysis with statistical methods. Mouton (1996) views study design as a set of guidelines and instructions to be followed in addressing a research problem. This means that the quantitative research entails the collection of numerical and statistical data with a view to analyse in line with stated objectives (Mouton, 1996). Therefore, the reason of conducting such study was not only to investigate a high-level turnover rate on skilled, talented and competent workforce in the organisation, but also suggest potential technique to create internal pools of skills and talent labour force. Thus, a quantitative research method is selected with the objective of testing a theory rather than developing one and looks to confirm or disconfirm theory based on the results.

3.6.3 Method of Sampling Respondents

When preparing a research design, it is imperative to sample the respondents in ways that ensures the representativeness of information with respect to non-participants. This means that a sample of specific number of respondents should have to be drawn from the total targeted population. In this study, participants are categorised by talent and skills, targeting employees who studied Electrical Engineering at Diploma and/or Degree levels. The sample was drawn from those with electricians and technicians' qualifications.

The respondents were selected using purposive sampling, a 'sampling technique' in which researcher relies on his or her own judgment when choosing members of population to participate in the study. This sampling method was preferred because only qualified electricians and technicians' employees with adequate knowledge on succession planning had to provide relevant information. This makes them specialist in their respective positions in the organisation thereby becoming both

plainly essential to the Unit, and potential candidates for succession planning (Creswell, 2012).

3.6.4 Target Population

The population is the entire group of people about whom the researcher needs to obtain information (Sekaran and Bougie, 2013). The target population refers to sub-groups of the total that is made up of units from various subgroups in which the researcher is interested in interacting with (Creswell, 2012). Thus, the study was conducted at EEU of eThekwini Municipality, targeting employees who are qualified electricians and technicians' employees.

3.6.5 Sample Size

The researcher opted for a representative sample size, whose input led to the writing of this dissertation. Brown and Churchill (2007) noted that the sample size is the number of elements chosen from the large group of the population (Brown & Churchill, 2007) . The population was 109 and the sample size of this study were 109 participants drawn from EEU of eThekwini Municipality's main head office branch. This sample comprised of members of staff though at various levels in the organisation, but with requisite technical and electrical talent and skills. This is the category with potential to be considered for the succession planning in the EEU of eThekwini Municipality. Thus, these technicians and electricians were identified as potential research respondents. Of the 109 participants who were issued with the questionnaire, only 86 responded, showing that the results of the investigation are intelligent to the population.

3.7 Questionnaire Design and Data Collection Method

McMillan and Schmacher (1993, p. 238) state that “business research-oriented questionnaires are generally regarded as the simplest but most widely used technique for obtaining information from subjects”. It also observes that “questionnaire development is critical in order to address appropriate research questions with a view to collect accurate data for statistical analysis. Thus, the structured questionnaire was eventually developed and administered electronically and manual to purposefully selected sample of EEU technicians and electricians. This questionnaire was developed in English, a medium of communication at EEU, and all participants were comfortable speaking, reading and writing it. The above administration of the questionnaires was found less expensive in terms time and money; provided a greater sense of anonymity feeling to respondents; asked each respondent the same questions; exhibited standard format for all respondents; and did not dependent on the mood of the interviewer (Cargan, 2007). The researcher held a meeting with the Head of EEU prior to the administration of the questionnaire in order to obtain permission to solicit information from identified members of staff.

3.8 Data Analysis

In this study, the collected data was analysed using a computerized statistical analysis programme, namely, “SPSS Version 17.0”. This appropriate descriptive and inferential analysis techniques determine the high-level turnover rate on skilled and talented workforce, resulting in this inquiry at EEU with respect to succession planning targeting available pool of skill and talent in the organisation. Raw data obtained from the completed questionnaires was inspected, coded, edited, entered into a computer, cleaned, transformed and documented (Blair & Sudman, 2002). Thus, data analysis is the most important part of the entire research (Abeyasekera, 2006).

The testing of probability in the data pattern including relationship between variables occurring by chance are known as ‘significance testing’. In this regard, the Chi-squared is commonly used for testing relationships between categorical variables.

However, the second objective indicates that there is no relationship between categorical variables in the population. Furthermore, the statistical analysis tests the degree of freedom (df), based on the probability (p-value) of the test results. A p-value of < 0.05 or lower is considered significant, hence symbolise a statistically significant relationship. Such an outcome means rejection of the null hypothesis or acceptance of the hypothesis.

3.8.1 Descriptive Statistics

Frequency tables and measure of central tendency such as mean and standard deviation were analysed as a descriptive objection. The Chi-square test was utilised to compare observations. This is complemented by Likert scale, which measure attitudes or opinions. In this regard, the responses scale is between four (4) categories, namely, very strongly, strong, Weak and No. The expected outcome for each of the above four categories is $86/4=21.5$, meaning that this is only significant if figure largely differs from the observed number of responses. More often, data presentation can be in graphic form that is, picturing crude information as well as consequently making information translation considerably easier. Distinct insights (Creswell, 2012) utilise two sorts of measurements to portray information as shown below:

- Measures that depict the focal point of a recurrence appropriation for gathered information. The measurements utilised to depict focal point incorporate the middle, mean and mode.
- Measures of spread that condense gathered information by depicting the spread of the scores including the difference, outright deviation, quartiles, range and standard deviation.

3.8.2 Inferential Statistics

Due to time constraint, financial and logistical limitations, the researcher could not approach the total population under scrutiny at once. Instead, a piece-meal approach was adopted in with predetermined information. However, it was noticed

that while inspecting and testing, mistakes more often emerged, resulting in further cleaning up of the data. For example, the results could not precisely speak to the population which hence prompted the utilisation of inferential insights. Consequently, such inferential measurements are procedures that the researcher can use to make speculations based on examples drawn from the field about the population (Cooper & Schindler, 2011). From this, it is properly assessed how statistical significance speaks precisely to the population. In this regard, the two techniques for inferential measurements that are applicable for use are (1) testing of statistical hypothesis and (2) the estimation of parameter(s).

3.8.3 Pilot Test and Pretesting

The pilot test study was done on 2 October 2017 to assess the unwavering quality and legitimacy of the research tools. In this respect, the pre-trial had to be administered to individuals with electrical and technical skills, talent and experience in the EEU. The pre-trial of the questionnaire administration assessed quality of questions and the response of the participants. For this purpose, the researcher tested the questionnaire on ten (10) staff members who were sampled employees of EEU at eThekweni Municipality.

3.9 Research Validity and Reliability

As research is often dependent upon measurement, it is essential that every measuring instrument is reliable and valid. These are used to minimise misinterpretation of data, hence the researcher paid attention to minimise errors when analysing data. It is on this basis that the validity and reliability of questionnaire-based data warrants an elaborate discussion as below.

3.9.1 Validity

Validity is the extent to which a concept, conclusion or measurement is well-founded and likely corresponds accurately to the real world based on probability. This means that validity refers to the extent through which an instrument measures what it is

intended to quantify (Zikmund, Babin, Carr and Griffin, 2009). Validity is a key concept in assessing the quality of research. It refers to how well a research design delivers accurate, clear and unambiguous evidence with which to answer the research problem. It is also a multivariate, interdependence technique (Zikmund et al., 2009). There are two types of validity, namely external and internal. Legitimacy as characterized by Zikmund et al (2009), measures what the research configuration proposed to quantify, that is, guarantee that the study goals were tended to by the research plan. The sorts of legitimacy that a researcher ought to be worried about are recorded as follows:

1. Internal-Validity alludes to the degree to which the impacts recognized in the research genuinely display reality and un-aftereffect to any other external components.
2. External-Validity refers to a degree in which outcomes from the study can be summed up for the whole populace.
3. Construct-Validity measures the nature for the tool design if it gauges the measured quantity and what was planned to quantify.
4. Content-Validity quantify if the instrument sufficiently covers the subject being contemplated.
5. Face-Validity is the degree in which the study seems to gauge what it seeks to quantify.

Given the above, this study adopted measures aimed at ensuring validity of the results. Firstly, the questionnaire administration was based on a well-known customer satisfaction measuring model, called 'Servqual', which has been validated by many studies (Baron & Harris, 2003, p. 141). Secondly, the study ensures that the set of questions were based on the literature review and frame of reference to confirm the validity of the result.

3.9.2 Reliability

Reliability is the extent to which a measuring device is consistent in measuring whatever it measures (Cargan, 2007). Cronbach Alpha was used to measure reliability or internal consistency. In this regard, the Cronbach's alpha test was computed to measure the consistency of the factors included or used in the

questionnaire. In order therefore to ensure the reliability of the study, a pilot study of the questionnaire was undertaken with a view to ensure that all questions and statements were both relevant and easily understood; questionnaire administration ensure that the anonymity of the respondent; and use of Cronbach Alpha to calculate the reliability of the measurement.

3.10 Limitations of the Study

While the study focussed on minimising speculation for different divisions, the EEU performs tasks that are practically complex. As such, the research study confronted the Unit complex confinements. Other different constraints experienced included:

- Challenge with respect to finding the correct and true information from the data base of the Human Resource Department.
- In some instances, the information or reactions from the respondents appeared one-sided in light of employees hesitant or reluctant to react to the research questions.
- Some respondents could not have enough time to respond to the questionnaires, hence ended up postponing their respective submission.

3.11 Ethical Issues

Ethics, morality, and values have never been more prominent than they are today. This means that ethical issues form an important component of modern research on this subject matter. While the main role of human participants in research is to serve as sources of data, it the duty of the researchers to protect the life, health, dignity, integrity, right to self-determination, privacy and confidentiality of personal information of research subjects (Quilan, 2011). Therefore, the researcher followed these three ethical principles;

- Respect for persons – the requirement to acknowledge autonomy and protect those with diminished autonomy
- Beneficence – first do no harm, maximise possible benefits and minimise possible harms

- Justice – on individual and societal level.

3.12 Conclusion

In this chapter the methodology used in the study was discussed. The quantitative strategy for information gathering style was used in the study. Gathering the information for the research was comprised of primary and in this study the primary information sources and survey was used to assemble information from different portions of staff (Creswell, 2012). The participants were issued with the questionnaires. The questionnaires were chosen over focus groups and interviews purely because of the time constrain and the limitation of analysis tools.

CHAPTER FOUR

RESULTS, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 Introduction

The previous chapter highlighted the various aspects of the research methodology for the study. This chapter discusses the findings derived from the primary data that were collected and analysed. The presentation covered observations of the respondents packaged in the form of tables, bar charts and pie charts. The results were also discussed, analysed and linked to the literature underpinning the study as reviewed in the literature review section. Furthermore, the findings are deemed representative of the perceptions and value judgement of EEU qualified electricians and technicians. The arrangement of this chapter covers the demographic profiles, succession planning strategies and engagement on succession planning in EEU, challenges confronting succession planning and knowledge on human resource succession planning in EEU of eThekweni Municipality.

4.2 Descriptive Statistics

This section presents the demographic analysis based on Part One of the questionnaire, covering information on respondents such as sample size, age group, gender, marital status, academic qualifications, and length of service in the Unit.

4.2.1 Study Sample Size and Gender

The study questionnaires were administered to 106 qualified men and women technicians and electricians employed in EEU of eThekweni Municipality to respond to objectives one, three and four (see section 3.2). The main objective was to extract

demographic information from the sampled respondents as well as specific perceptions on their understanding of eThekweni's EEU management and implementation of succession planning.

From the above, 86 participants responded to the questionnaire, of which 44% and 56% were males and females respectively as reflected in Figure 2 below. However, the study data was not disintegrated by race despite its significance as an explanatory variable in the discussions of EEU's succession planning in the context of South Africa's labour market transformation. The results analysis also illustrates how the EEU's gender balance workforce has not been necessarily compromising the performance of individual employees. In addition, this level of gender sensitivity mirrors the eThekweni Municipality's recruitment policy.

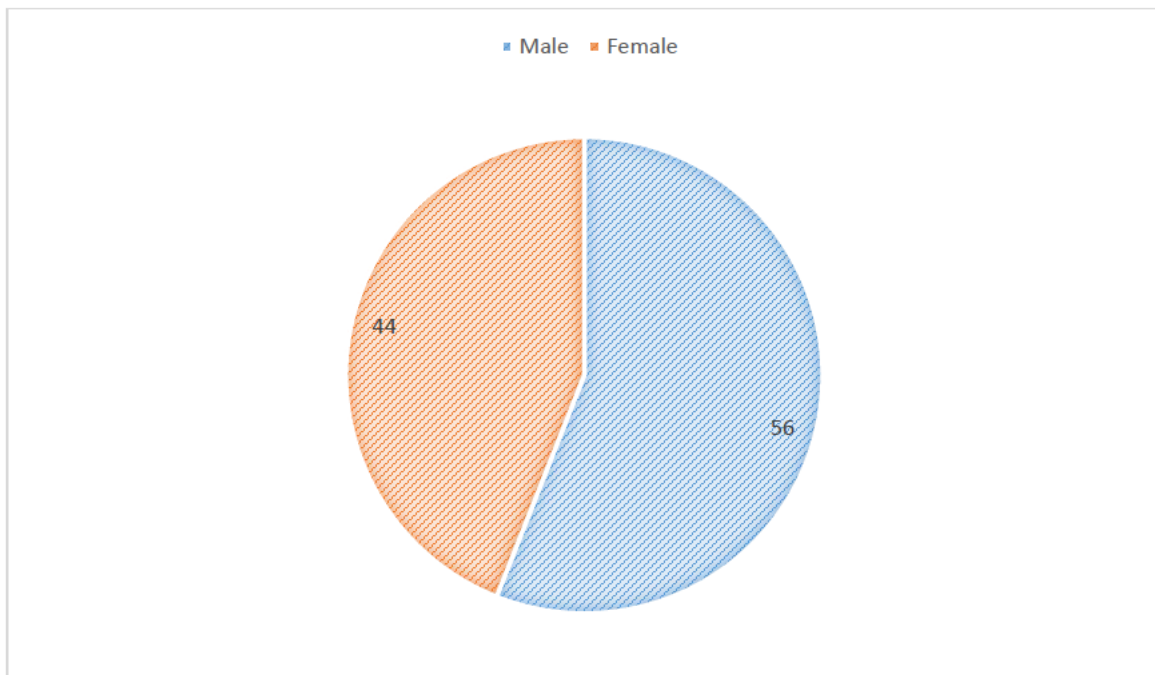


Figure 2 - Responses by Gender by Percentage

4.2.2 Age Group of Respondents

Table 1 above shows the age distribution of EEU qualified technicians and electricians who responded to the questionnaire. From the table, the age group of respondents ranged from a minimum 20 years to over 60 years. In this regard, half

of the sampled population were for 31-40 age group, followed by 38 and 12% for 51-60 years and 20-30 years respectively. Meanwhile, no employee aged over 60 years responded or participated in this exercise. This means that about 62% of the respondents were below 41 years, an indication of a youthful workforce with great potential to participate or benefit from the proposed succession planning policy. This further means that the age distribution of the respondents certainly has implications on EEU's succession planning considering that the country's constitutional retirement age of 65 years. The above is supported by Heathfield (2018) who views succession planning as the process, which ensures that workers are employed and developed to fill each crucial role within the organisation. However, section 1.4 (Problem Statement) posits that the EEU senior management are unaware of succession planning and career progression for their technical team, a development that demotivate skilled employees.

Table 1 - Age Group of Respondents

Age	Frequency	Percent
20-30yrs	10	12%
31-40yrs	43	50%
51-60yrs	33	38%
60+	0	0%
Total	86	100%

4.2.3 Marital Status of Respondents

According to Table 2 below, 67% and 33% of the respondents were single and married, respectively. The table also shows that virtually all 'divorced, widows/widowers' either were not included in the sample of this study or deliberately could not answer the question due to some other reasons. However, an interesting feature of this study was the fact that by far the majority of the respondents were single. This in line with Muller (2018), who argues that lack of succession planning in technical profession in South Africa creates better opportunities for workers. This scenario is likely to be exploited by workers who are still single. So, the only way to

ensure worker stability at EEU, is for the management to commit themselves to support the succession planning. However, the high single rate recorded in this study leaves EEU with little option except to invest in programme initiatives that benefit this category of employees.

Table 2 - Marital Status

	Frequency	Percent
Single	58	67%
Married	28	33%
Divorced	0	0%
Widow/Widower	0	0%
Total	86	100%

4.2.4 Level of Education

Table 3 below presents the highest educational qualification of the respondents. In this regard, the study found out that 43% of the total respondents were qualified with a degree, followed by 41% and 16% with a diploma and certificate respectively. None of the respondents was found to hold a Master's Degree or any other tertiary qualification. Unfortunately, the qualifications' analysis of the respondents could not be categorised by gender and age-group, hence no assessment on competence levels were done based on precise knowledge or skill gap or other experiences and number of years spent with EEU.

Table 3 - Academic Qualifications

	Frequency	Percent
Certificate	14	16%
Diploma	35	41%
Degree	37	43%
Master's Degree	0	0%
Other	0	0%
Total	86	100%

4.2.5 Length of Service in the Municipality

Figure 3 below shows the length of services of the respondents. In this regard, 49% of the respondents have been employed with the EEU for the period of 5 to 10 years. This is followed by 26% of the total respondents who have been with the Unit for the period of 11 to 14 years. Similarly, 17% and 8% of the total respondents were with the Unit for over 14 years and less than 4 years, respectively. The above analysis suggests that those with over 14 years of service can be judged to have acquired sufficient experience to be considered in the succession planning model of EEU.

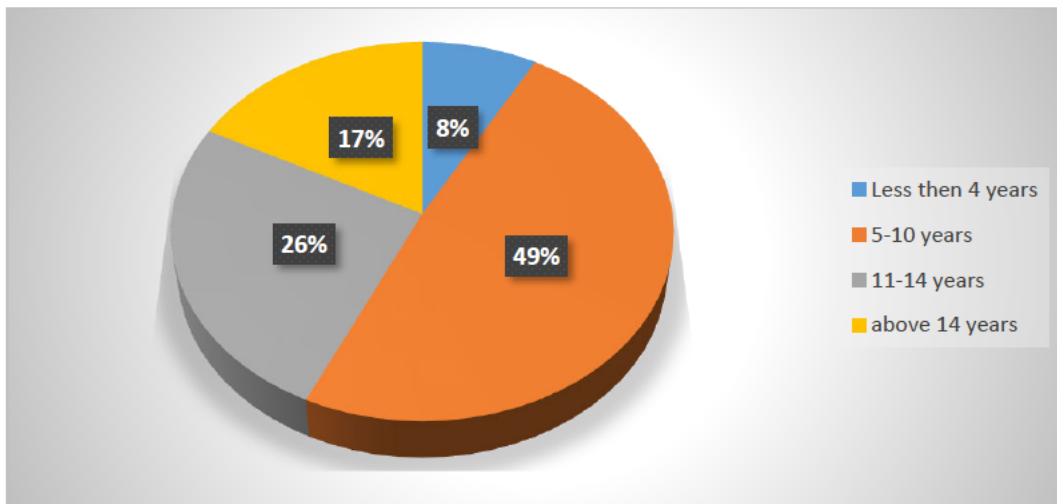


Figure 3 - Length of Service in the Organisation

However, in the absence of comparison or correlation between lengths of service within the organisation and educational levels by gender, makes it difficult for this study to pronounce concrete scenarios for human resource succession planning. This was missed during the design of the questionnaire. This suggests that EEU's management appreciates present skills and talent challenges in order to improve their internal talent pool by leveraging on succession planning initiatives. Hence, both technicians and electricians are seen as the prospective talent at EEU, ready to fill in the gaps at higher levels when current senior management talent exit the organisation. Focus should be on initiatives that encourage technical talent employees from giving longer service years to the municipality.

4.3 The Extent of Knowledge on Human Resource Succession Planning

Part Two of the questionnaire captured the respondents' knowledge on human resource succession planning. In this regard, Figure 4 below reveals that 65% of total respondents confirmed having knowledge on human resource succession planning in the EEU of eThekweni Municipality. But, 28% of the total population claimed to have no knowledge of succession planning in the organisation. Only 7% of respondents could not confirm or deny the existence of succession planning at EEU. However, data analysis could not consider correlation between knowledge of succession planning with other variables like the level of education and lengths of service within the organisation. The above limits workers from assessing how to proactively participate on succession planning initiatives. Meanwhile, Heathfield (2018) argues that succession planning encourages organisation to ensure that workers are developed to fill each crucial role within it. It is further observed that all organisations, regardless of their size require succession planning.

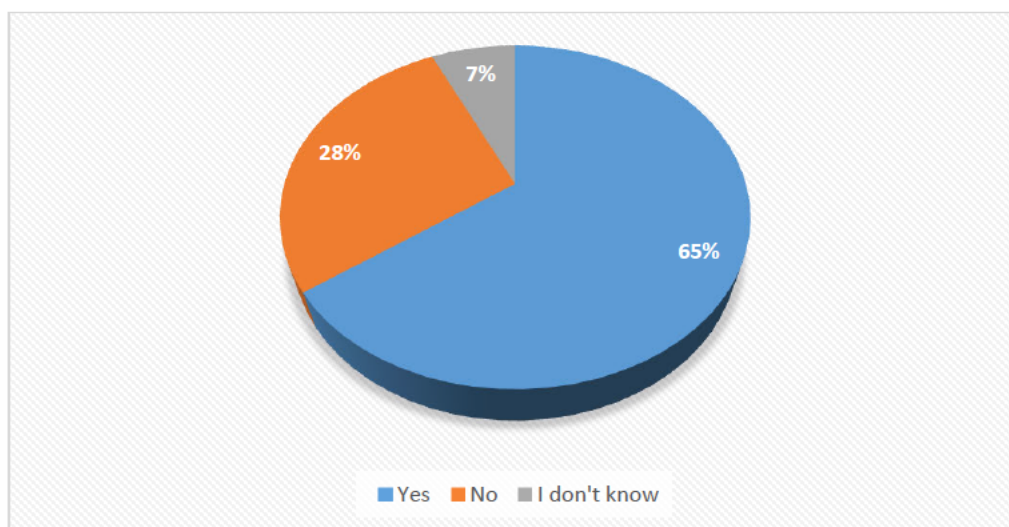


Figure 4 - Knowledge of Succession Planning

Similarly, Figure 5 below shows that 49% the total respondents agreed that the EEU practise succession planning. An estimated 29% and 27% respectively disagreed and expressed no opinion on how the organisation in implementing succession planning. This means that more than half of the respondents had no idea about EEU's practise of succession planning. However, succession planning presents a

number of organisational and policy challenges. This may require EEU to aim to improve professional skills and high level of effective management on the process. This may also require employers to extend a counter offer in order to keep their best employees (Nurlita, 2018).

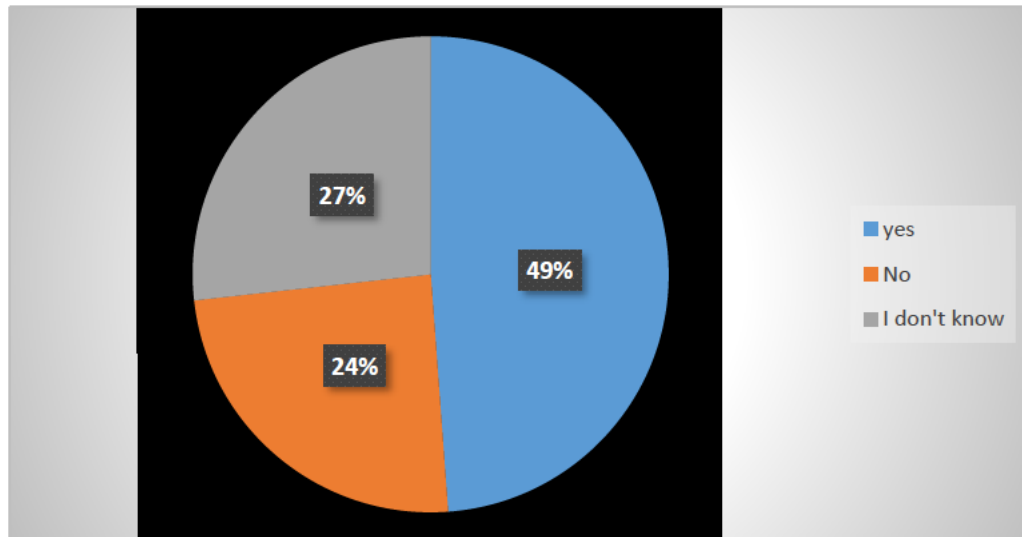


Figure 5 - Practice of Succession Planning

4.4 Levels of Succession Planning in the Organisation

Table 4 below of this study reveals that only half of the total sampled population responded to this question. Of those who responded, 52% believed that the level of succession planning implementation in EEU was well done and satisfactorily managed. Similarly, 48% of the above total participants judged the standard of succession planning being implemented by management within EEU as fairly done though not yet satisfactory. The above rankings fall within the specific objectives of the study, and therefore presents scope for possible success in rolling out the succession planning in the organisation by management. The study also found out that 50% of the sampled participants did not answer this question, hence the assessment with respect to either 'strongly well done or satisfactory' or 'nothing happening at all' was zero.

With respect to levels of succession planning, Jirsak (2017) argues that the selection of executives from a narrow talent pool does provoke questions regarding the broader senior management talent pipeline. Indeed, EEU currently suffers from a limited talent pool of qualified technicians and electricians with requisite managerial competences. Therefore, EEU’s managers should understand the present skills and talent challenges with a view to improve their internal talent pool by leveraging on succession planning initiatives.

Table 4 - Levels of Succession Planning in the Organisation

	Frequency	Percent
Strongly well done and satisfactory by the company	0	0%
Well done and satisfactory by the company	25	52%
Fairly done but not satisfactory by management	23	48%
not done at all by the company	0	0%
Total	48	100%

4.5 Engagement on Succession Planning in EEU

Table 5 below demonstrates that 30% of the total population confirmed that they had been engaging on human resource succession planning in EEU at least once a year. Other findings on succession planning in the organisation’s engagements include 17% of the respondents who opted for after six (6) months; 16% who never did so; 13% who were doing so on daily basis; 12% who did so for at least once a month, and a similar number at least every three months. However, they acknowledged engaging on human resource succession planning in the organisation on weekly basis. There is a national shortage of technical experience and qualified professionals in South Africa which is currently undermining the retention plans of the workforce in the public sector including municipalities. Further, the shortage of skills and talent has resulted with high vacancy rates thereby negatively impacting on services being offered to communities by eThekweni Municipality. Succession planning is also undermining. In some instances, there is

a rising rate of the emigration of senior skilled workforce in the municipality thereby creating skill shortages in the sector.

Table 5 - Number of Times Engaged on Succession Planning

	Frequency	Percent
Every day	11	13%
At least once a week	0	0%
At least once a month	10	12%
Quarterly	10	12%
After 6 months	14	16%
At least once a year	26	30%
Never done in the organisation	15	17%
Total	86	100%

Related to the engagement on succession planning is its importance in the work environment. Figure 6 below demonstrates that 37% of the respondents confirmed that human resource succession planning is 'very important' and 'important' in their work environment. The Figure 6 also reveals that 26% of the total respondents disagreed that human resource succession planning was an important process in their work environment. This entails improving employee retention thereby maintaining talent pool sustainability. This also entails exploring the viability of succession planning as an effective strategy in building and improving talent pool with the EEU.

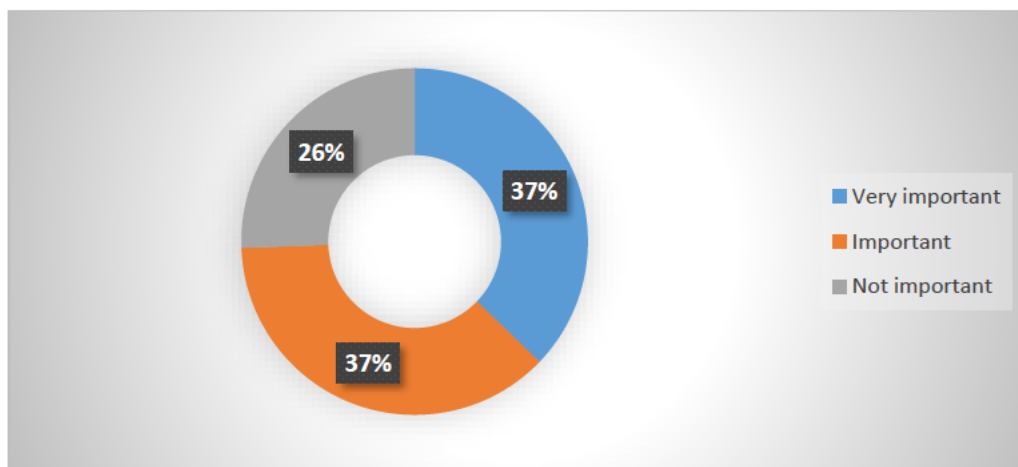


Figure 6 - Importance of Succession Planning in the Work Environment

4.6 Challenges Facing Human Resource Succession Planning

Figure 7 illustrates respondents' mixed perceptions on challenges associated with executing succession planning. In this regard, the majority of the total respondents (48%) agreed that the organisation experienced challenge when implementing human resource succession planning. On the contrary, 19% of the participants disagreed that the organisation faces challenge in its agenda of implementing human resource succession planning. However, 34% of the total participants were undecided. The challenges that are undermining EEU to implement human resource succession planning are discussed in detail below.

Local authorities including eThekweni experience shortage of talent as stated by Muteswa & Ortlepp (2011), which is largely caused by stiff competition within the sector or across sectors as well as between local and regional entities. It is therefore a challenge to retain critical skilled workforce and talent pool (Duong, 2016). Coombs (2009) acknowledge high turnover of employees, particularly those with profoundly specialized skills and talent, over planning and absence of or deficient management. He further stresses the need for businesses to keep up with the favourable competitive position by retaining highly talented, skilled and competent individuals in the organisation.

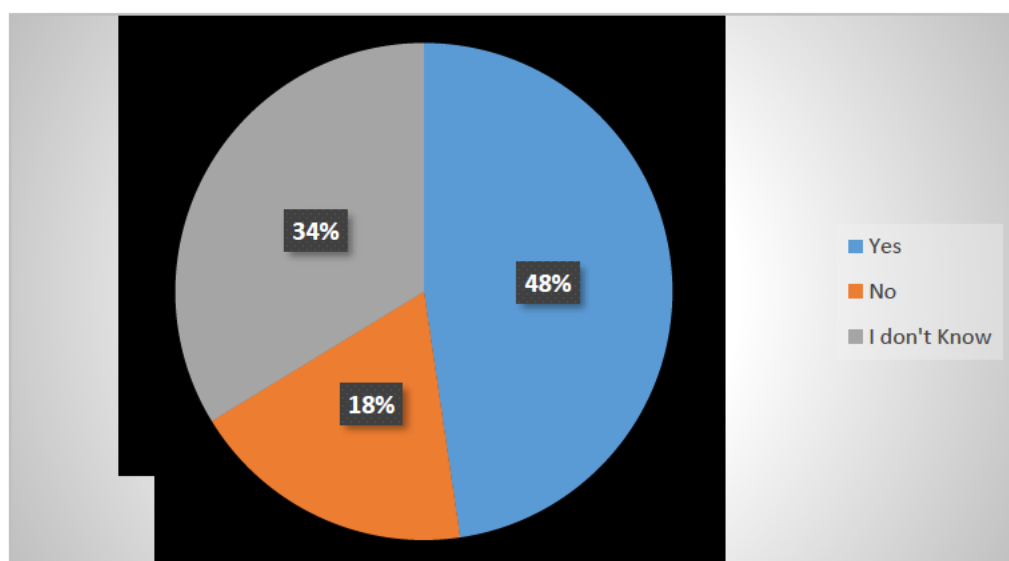


Figure 7 - Thoughts on Execution of Succession Planning

Table 6 shows the perceptions of the study participants on human resource succession planning in EEU. Firstly, in this regard the respondents judged very strongly that the challenges undermining the implementation of human resource succession planning in EEU are insufficient talent pipeline (26%), inability to motivate and retain key employees (20%), lack of effective company vision to address future needs (20%), unfocused roles and responsibilities across a career plan (19), ineffective business practice (12%), and limited information about employees (7%). Secondly, participants felt strongly that the challenges of the organisation's succession planning are unfocused roles and responsibilities across a career plan (42%), inability to motivate and retain key employees (36%), insufficient talent pipeline (34%), ineffective business practice (27%), lack of effective company vision to address future needs (27%), inactive periodical succession (27%), and limited information about employees (13%). Thirdly, the sampled respondents considered inactive periodical succession (49%), limited information about employees (49%), lack of effective company vision to address future needs (45%), unfocused roles and responsibilities across a career plan (40%), inability to motivate and retain key employees (33%), insufficient talent pipeline (29%), and ineffective business practice (26%) to have little effect on EEU challenges of human resource succession planning. Lastly, 0 to 36% of the total participants considered the above to have no effect at all on the organisation's challenges of human resource succession planning.

Table 6 - Challenges of Human Resource Succession Planning in EEU, %

	Very strong effect	Strong effect	Little effect	No effect
Insufficient talent pipeline	26	34	29	12
Inability to motivate and retain key employees	20	36	33	12
Ineffective business practice	12	27	26	36
Unfocused roles and responsibilities across a career plan	19	42	40	0
Limited information about employees	7	13	49	31

Lack of effective company vision to address future needs	20	27	45	8
Inactive periodical succession	0	27	49	24

4.7 Challenges Facing Human Resource Succession Planning

4.7.1 Influence on the Organisation

Table 7 below shows the perceptions of participants on factors that influence succession planning in EEU. From the table, less than 14% of the respondents felt very strongly that the listed factors influenced human resource succession planning in EEU. In this regard, 14, 13, 10, eight, six and one% of the total sampled respondents argue that active periodical succession plan, sufficient talent pipeline, effective business practices, focusing on roles and responsibilities across a career plan, ability to motivate and retain key employees, and availability of effective company vision to address future needs, respectively were the factors that support succession planning. Similarly, 44, 34, 30, 26, 23, 21 and six% of the respondents felt strongly that availability of effective company vision to address future needs, ability to motivate and retain key employees, focusing on roles and responsibilities across a career plan, active periodical succession plan, plenty of information about employees, effective business practices, and sufficient talent pipeline, influence human resource succession planning in the organisation. However, the majority of respondents, ranging from 42 to 77% discounted the above factors as having an influence in the process of human resource success planning. But, about 0-31% of the total respondents considered the factors to have no influence at all in EEU human resource succession planning agenda. In addition to the above influence on human resource succession planning, it is has been stated that the country in general and municipalities in particular experience sustained skills deficit due to lack of technical skills (News24 Wire, 2015).

Table 7 - The Influence of Human Resource Succession Planning in EEU, %

	Very strong influence	Strong influence	Little influence	No influence
Sufficient talent pipeline	13	6	50	31
Ability to motivate and retain key employees	6	34	42	19
Effective business practice	10	21	50	19
Focusing on roles and responsibilities across a career plan	8	30	55	7
Plenty of information about employees	0	23	77	0
Availability of effective company vision to address future needs	1	44	55	0
Active periodical succession	14	26	49	12

4.7.2 EEU Views on Strategies on Succession Planning

Figure 8 below illustrates respondents' mixed feelings on EEU strategies of enhancing succession planning. In this regard, 34% of the respondents confirmed that the organisation has such strategies while 29% disagreed. However, the majority of the respondents were undecided.

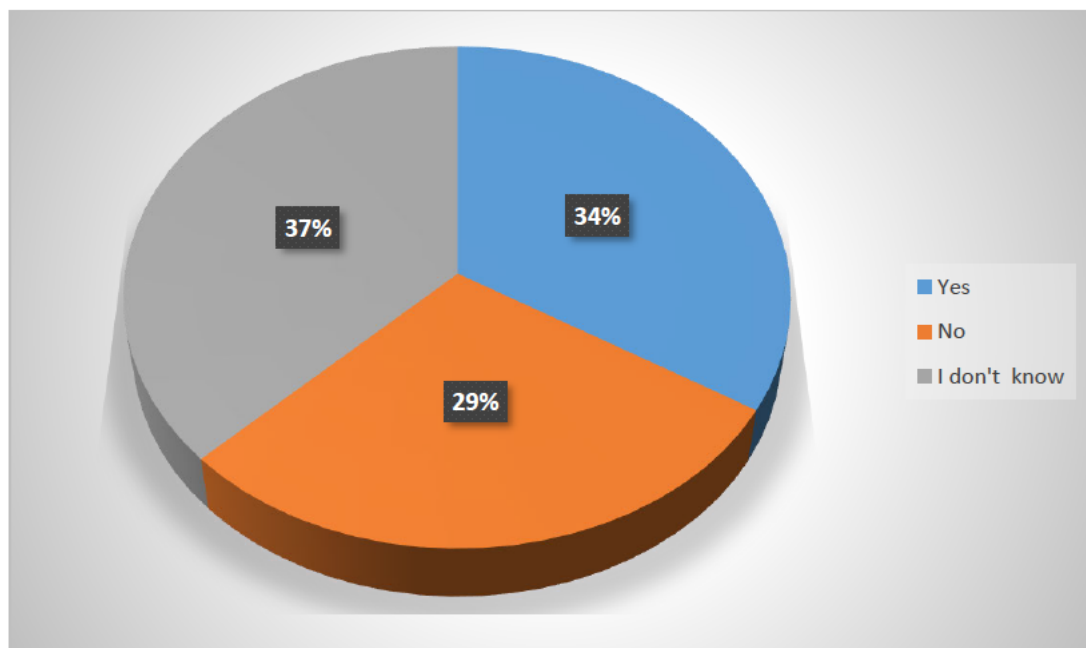


Figure 8 - Organisation Strategies in Enhancing Succession Planning

Table 8 reveals respondents' ranking of influential factors that support succession planning in the organisation. In this respect, there were very strong influencers by respondents in descending scale of 35 to nine% include organisational learning and development; rewarding and recognising hard working employee; effective leadership and management; development of effective leadership and management; effective management and performance; attracting and recruiting potential employees; staff management; and setting enough budget for human resource development. Similarly, over 29% of the respondents ranked in descending order organisational learning and development; setting enough budget for human resource development; staff management; and attracting and recruiting potential employees as strong influencers. On the contrary, between 23 and 50% of the respondents argue that the above factors have weak influence in human resource succession planning process of the Unit. But 0 to 31% of the respondents found out that the factors have no influence at all in the process.

Table 8 - Ranking Views on Succession Planning

	Very strong influence	Strong influence	Weak influence	No influence at all
Attracting and recruiting the potential employees	23	29	48	0
Rewarding and recognising hard working employees	29	14	38	19
Development of effective leadership and management	28	13	28	31
Staff engagement	19	31	36	14
Effective management and performance	28	12	50	10
Organisational learning and development	35	37	23	5
Setting enough budget for human resource development	9	31	47	13

In support of the above, the study solicited suggestions for effective human resource succession planning as reflected in Table 9. The table also reveals that respondents suggested very strongly the influence of human resource policies (44%), competence of the organisation's management (36%), committed management

(22%), readiness of the organisation (20%), and culture of the organisation (12%) in support of effective succession planning agenda. The respondents also judged competence of the organisation management (42%), culture of the organisation (37%), human resource policies (30%), committed management (20%) and readiness of the organisation (13%) to have strong influence in support of effective human resource succession planning.

4.8 Conclusion

This chapter discussed the findings derived from the primary data that were collected and analysed. It also shows observations of the respondents packaged in tables, bar charts and pie charts. The results have been discussed, analysed and linked to the literature underpinning the study as reviewed in the literature review section.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The previous chapter provided the results and interpretation of the results. It also evaluated and discussed them in relation to the literature reviewed in chapter two. This final chapter covers the findings and the deductions from the study. In this final chapter, the conclusions and recommendations of the study are presented in a view to respond to the main aims of the study and the research questions. The findings from the study are presented in two parts; which are the findings from literature and findings from the study.

5.1 Description of Respondents and Study Objectives

This section provides a summary of the entire study and its objectives.

5.1.1 Sample Size

The quantitative study purposively sampled 106 men and women who were qualified technicians and electricians employed in EEU of eThekweni Municipality. From the above, 86 participants responded to the questionnaire, of which 44% and 56% were males and females. Completed questionnaires from 86 respondents were analysed used descriptive statistics.

5.1.2 Findings of the Study and Conclusions

The study has answered the research questions as well as achieved the stated objectives. In this regard, the conclusions from the study are presented below.

Objective 1: To determine if the current talent pool is sufficient to fill critical positions at EEU.

About 57% of the respondents hold degrees, diplomas and certificates qualifications. This shows that they can be groomed to fill critical positions at EEU in line with this study objective. This creates the necessary condition for the EEU of eThekweni Municipality to offer equal opportunities to both men and women who are qualified and talented to work as technicians and electricians.

Objective 2: To investigate if there are provisions for succession planning, in order to replace existing critical positions at EEU.

Given that 62% of the respondents were below 41 years old, the study concludes that the EEU workforce is largely youthful with great potentials to benefit from a strategic succession planning policy given that the country's constitutional retirement age is 65 years. All what remains is for the EEU to develop and implement a clear succession planning policy.

Objective 3: To investigate if the concept of succession planning should be utilised as a formative device in increasing the workforce of the top performers within the EEU.

The majority of the respondents in this study were single (accounting for 62%). According to Muller (2018), this is an interesting feature which should encourage succession planning as a way of creating better opportunities for workers of EEU in particular, and other organisations and institutions in the Republic of South Africa in general. A youthful but qualified, experienced and talented workforce is a good variable strategic asset for EEU's future service delivery in eThekweni Municipality. This is also applicable to other sister organisations and institutions with or wanting to adopt succession planning programme or policy.

Objective 4: To ascertain whether succession planning can be used as a tool to retain skilled, talented and competent workforce with the EEU.

The study showed that 67% of the respondents have been employed for less than 10 years. As such, the study concurs with the prevailing situation in which the local authorities including eThekweni experience shortage of skilled and talents largely caused by the level of competition within the sector and/or across sectors in the country. The study therefore concludes that retaining critical skilled and competent workforce and talent pool remain not only a problem, but also a limitation in terms of promoting the succession planning model of EEU.

Objective 5: To evaluate whether succession planning can promote communication and exchange of information within the organisation.

The study concluded that 65% of respondents have knowledge on EEU's human resource succession planning. It can be concluded that the information provided was not only sufficient, but also of quality to satisfy the objectives of the study. The study therefore, concludes that the organisation has the necessary condition to fully implement succession planning policy. The study further encourages EEU to continue support workers' career through internal communication and information exchange channels coupled with educational development programmes, in order to prepare them to fill crucial roles created through the implementation of succession planning.

5.2 Recommendations

A list of recommendations based on the conclusions that can be made:

- Future studies in this area should aim from the onset to break down data collected from the respondents by race on succession planning discussions, given the importance of this variable in the context of South Africa's labour market transformation with a view to improve municipalities (eThekweni Municipality's) recruitment policies without necessarily compromising on the performance of individual employees.

Recommendations for the Organisation are as follows:

- EEU senior management should commit to human resource succession planning concept by progressively adopting career development programme initiatives, to fill each crucial role within the organisation.
- Given that the qualifications' analyses of the respondents could not be correlated by gender and age-group; the study recommends that future inquiry in this field should statistically analyse the relationship between educational levels with the above variables. Such an outcome will provide proper assessment of competency levels within the organisations and institutions with respect to knowledge, experience, skills and period spent with organisation.
- The absence of correlating lengths of service within the organisation with educational levels and gender undermines comprehensive succession planning assessment. Hence, this calls for a future investigation in this field.
- The study of succession planning falls within the expression "talent management" and is focused on technicians and electricians of EEU of eThekweni Municipality. Further, succession planning is accomplished by having skilled employees capable of executing the work and meet the needs of EEU, eThekweni Municipality, the communities and other South African municipalities at large. The study therefore recommends EEU management to prioritise human capital development through measures that promotes human capital planning and strategic succession planning. The target of this intervention is to establish a pool of talented, skilled and competent technicians and electricians, who also have necessary experiences, right aptitudes, and strong desire acquire new work-related knowledge.

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APPENDICES

Table 4.12 Chi-Square Test on Data

	Question	Q-No.	Very Strongly		Strong		Weak		No Effect		Chi-Square	
			Count	%	Count	%	Count	%	Count	%	df	p
1	Insufficient talent pipeline	16.1	22	26	29	34	25	29	10	12	4	0.000
2	Inability to motivate and retaining key employees	16.2	17	20	31	36	28	33	10	12	4	0.000
3	Ineffective business practices	16.3	10	12	23	27	22	26	31	36	4	0.000
4	Unfocused roles and responsibilities across a carrier plan	16.4	16	19	36	42	34	40	0	0	4	0.000
5	Limited information about employees	16.5	6	7	11	13	42	49	27	31	4	0.000
6	Lack of effective company vision and failure to address future needs	16.6	17	20	23	27	39	45	7	8	4	0.000
7	Inactive periodical succession plan	16.7	0	0	23	27	42	49	21	24	4	0.000
8	Sufficient talent pipeline in the organisation	18.1	11	13	5	6	43	50	27	31	4	0.000
9	Ability to motivate and retain key employees	18.2	5	6	29	3	36	42	16	19	4	0.000

10	Effective business practices in the organisation	18.3	9	10	18	21	43	50	16	19	4	0.000
11	Focusing on roles and responsibilities across a carrier plan	18.4	7	8	26	30	47	55	6	7	4	0.000
12	Plenty of information about employees	18.5	0	0	20	23	66	77	0	0	4	0.000
13	Availability of effective company vision and addressing future needs of the organisation	18.6	1	1	38	44	47	55	0	0	4	0.000
14	Active periodical succession plan	18.7	12	14	22	26	42	49	10	12	4	0.000
15	Attracting and recruiting the potential employees	21.1	20	23	25	29	41	48	0	0	4	0.000
16	Rewarding and recognizing hard working employees	21.2	25	29	12	14	33	38	16	19	4	0.000
17	Effective leadership and management development	21.3	24	28	11	13	24	28	27	31	4	0.000
18	Staff engagement	21.4	16	19	27	31	31	36	12	14		0.000
19	Effective management and performance	21.5	24	28	10	12	43	50	9	10	4	0.000

20	Organisational learning and development	21.6	30	35	32	37	20	23	4	5	4	0.000
21	Setting enough budget for human resource development	21.7	8	9	27	31	40	47	11	13	4	0.000
22	Human resource policies	22.1	38	44	26	30	22	26	0	0	4	0.000
23	Committed management	22.2	19	22	17	20	50	58	0	0	4	0.000
24	Culture of the organisation	22.3	10	12	32	37	41	48	3	3	4	0.000
25	Readiness of the organisation	22.4	17	20	11	13	58	67	0	0	4	0.000
26	Competence of the organisation management	22.5	31	36	36	42	16	19	3	3	4	0.000

The Table above illustrate the Chi-Square Test on data for each question.

Below is an analysis presentation of the data in the table.

1. Statement 1, "Insufficient talent pipeline," 26% Very Strongly, 34% strongly, 29% Weak, 12% No effect. The difference are significant at the 95% level when $p < 0.05$.
2. Statement 2, "Inability to motivate and retaining key employees," 20% Very Strongly, 36% strongly, 33% Weak, 12% No effect. The difference are significant at the 95% level when $p < 0.05$.
3. Statement 3, "Ineffective business practices," 12% Very Strongly, 27% strongly, 36% Weak, 12% No effect. The difference are significant at the 95% level when $p < 0.05$.
4. Statement 4, "Unfocused roles and responsibilities across a carrier plan," 19% Very Strongly, 42% strongly, 40% Weak, 0% No effect. The difference are significant at the 95% level when $p < 0.05$.

5. Statement 5, "Limited information about employees," 7% Very strongly, 13% strongly, 49% Weak, 31% No effect. The difference are significant at the 95% level when $p < 0.05$.
6. Statement 6, "Lack of effective company vision and failure to address future needs," 20% Very Strongly, 27% strongly, 45% Weak, 8% No effect. The difference are significant at the 95% level when $p < 0.05$.
7. Statement 7, "Inactive periodical succession plan," 0% Very Strongly, 27% strongly, 49% Weak, 24% No effect. The difference are significant at the 95% level when $p < 0.05$.
8. Statement 8, "Sufficient talent pipeline in the organisation," 13% Very Strongly, 6% strongly, 50% Weak, 31% No effect. The difference are significant at the 95% level when $p < 0.05$.
9. Statement 9, "Ability to motivate and retain key employees," 6% Very Strongly, 34% strongly, 42% Weak, 19% No effect. The difference are significant at the 95% level when $p < 0.05$.
10. Statement 10, "Effective business practices in the organisation," 10% Very Strongly, 21% strongly, 50% Weak, 19% No effect. The difference are significant at the 95% level when $p < 0.05$.
11. Statement 11, "Focusing on roles and responsibilities across a carrier plan," 8% Very Strongly, 30% strongly, 55% Weak, 7% No effect. The difference are significant at the 95% level when $p < 0.05$.
12. Statement 12, "Plenty of information about employees," 0% Very Strongly, 23% strongly, 77% Weak, 0% No effect. The difference are significant at the 95% level when $p < 0.05$.
13. Statement 13, "Availability of effective company vision and addressing future needs of the organisation," 1% Very Strongly, 44% strongly, 55% Weak, 0% No effect. The difference are significant at the 95% level when $p < 0.05$.
14. Statement 14, "Active periodical succession plan," 14% Very Strongly, 26% strongly, 49% Weak, 12% No effect. The difference are significant at the 95% level when $p < 0.05$.
15. Statement 15, "Attracting and recruiting the potential employees," 23% Very Strongly, 29% strongly, 48% Weak, 0% No effect. The difference are significant at the 95% level when $p < 0.05$.

16. Statement 16, "Rewarding and recognizing hard working employees," 29% Very Strongly, 14% strongly, 38% Weak, 19% No effect. The difference are significant at the 95% level when $p < 0.05$.
17. Statement 17, "Effective leadership and management development," 28% Very Strongly, 13% strongly, 28% Weak, 31% No effect. The difference are significant at the 95% level when $p < 0.05$.
18. Statement 18, "Staff engagement," 19% Very strongly, 31% strongly, 36% Weak, 14% No effect. The difference are significant at the 95% level when $p < 0.05$.
19. Statement 19, "Effective management and performance," 28% Very Strongly, 12% strongly, 50% Weak, 10% No effect. The difference are significant at the 95% level when $p < 0.05$.
20. Statement 20, "Organisational learning and development," 35% Very Strongly, 37% strongly, 23% Weak, 5% No effect. The difference are significant at the 95% level when $p < 0.05$.
21. Statement 21, "Setting enough budget for human resource development," 9% Very Strongly, 31% strongly, 47% Weak, 13% No effect. The difference are significant at the 95% level when $p < 0.05$.
22. Statement 22, "Human resource policies," 44% Very Strongly, 30% strongly, 26% Weak, 0% No effect. The difference are significant at the 95% level when $p < 0.05$.
23. Statement 23, "Committed management," 22% Very strongly, 20% strongly, 58% Weak, 0% No effect. The difference are significant at the 95% level when $p < 0.05$.
24. Statement 24, "Culture of the organisation," 12% Very Strongly, 37% strongly, 48% Weak, 3% No effect. The difference are significant at the 95% level when $p < 0.05$.
25. Statement 25, "Readiness of the organisation," 20% Very Strongly, 13% strongly, 67% Weak, 0% No effect. The difference are significant at the 95% level when $p < 0.05$.
26. Statement 26, "Competence of the organisation management," 36% Very Strongly, 42% strongly, 19% Weak, 3% No effect. The difference are significant at the 95% level when $p < 0.05$.

Anova Test

SUMMARY

<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
Very Strongly	26	395	15.19231	97.04154
Strong	26	600	23.07692	81.27385
Weak	26	975	37.5	140.34
No Effect	26	266	10.23077	96.02462

ANOVA

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	11057	3	3685.667	35.55191	0.00	2.695534255
Within Groups	10367	100	103.67			
Total	21424	103				

The Table 4.13 presents the ANOVA tests. The ANOVA tests objective is to out the mean values of a variable if there is a significant difference between the groups.

The ANOVA outcome shows that there are null hypothesis, the mean values in different groups are not significantly different.

Regression between data table.

<i>Regression Statistics</i>	
Multiple R	0.002078804
R Square	4.32143E-06
Adjusted R Square	-
Standard Error	10.05407873
Observations	26

Appendix 1

Questionnaire

My name is **THULEBONA DAVID MEMELA**, an MBA student at UKZN Westville campus. I am doing a research on **EXPLORING WHAT ARE THE VIABILITY OF SUCCESSION PLANNING AS AN EFFECTIVE STRATEGY TO BUILD AN INTERNAL TALENT POOL: ETHEKWINI ELECTRICITY UNIT CASE STUDY**. Please participate in answering the below questionnaire. Your response will remain anonymous and will only be used for the purposes of the UKZN only.

Part One: Personal information

Please circle the appropriate answer

1. Name of the organization-----

-

2. Your age (**circle the relevant answer**)

- a. 20-30 years
- b. 31-40 years
- c. 41-50 years
- d. 51-60 years
- e. 60 +

3. Gender (**please circle whichever is relevant**)

- a. Male
- b. Female

4. Marital Status (**circle the relevant answer**)

- a. Single
- b. Married
- c. Divorced
- d. Widow/ widower

5. Academic qualifications (**circle the relevant answer**)

- a. Certificate
- b. Diploma
- c. Graduate
- d. Master's degree
- e. Any other (specify).....

6. How long have been working at this organization? (**circle the relevant answer**)

- a. Less than 4 years
- b. 5-10 years
- c. 11- 14 years
- d. Above 14 years

7. Directorate/ Department working with -----
-

Part Two: The Extent of Human Resources Succession Planning

8. Do you have knowledge on the concept of human resource succession planning and how it works in the organization? (**circle the relevant answer**)

- a. Yes
- b. No
- c. I don't know

9. Does your organization practice succession planning(**circle the relevant answer**)

- a. Yes
- b. No
- c. c. I don't know

10. If yes, choose the most right statement on the degree level of succession planning in your organization. (**circle the relevant answer**)

- a. Strongly well done and satisfactory by the company
- b. Well done and satisfactory by the company
- c. Fairly done but not satisfactory by the management
- d. Not done all by the company

11. How many times the organization you are engaged with conduct succession planning? (**circle the relevant answer**)

- a. Every day
- b. At least once a week
- c. At least once a month
- d. Quarterly
- e. After 6 months
- f. At least once a year
- g. Never done in the organization

12. How important is the Succession Planning in your working environment? (**circle the relevant answer**)

- a. Very important
- b. Important
- c. Not important at all

13. Mention strategies used by your organization in carrying out human resources succession planning

- i. -----
- ii. -----
- iii. -----
- iv. -----
- v. -----

Part Three: Challenges Facing Human Resources Succession Planning

14. Do you think the organization do face any challenge(s) when executing succession Planning? (*circle the relevant answer*)

- a. Yes
- b. No
- c. I don't Know

15. If the answer is **YES**, what do you think are those challenges?

- i. -----
- ii. -----
- iii. -----
- iv. -----
- v. -----

16. Please indicate your reaction by circling the one most appropriate to following as can act as a challenge to the organization intention and effort of succession planning.

Very strongly effect (1) Strong effect (2) Little effect (3) No effect (4)

S/ N	Items	Ranking
1	Insufficient talent pipeline	1 2 3 4
2	Inability to motivate and retaining key employees	1 2 3 4
3	Ineffective business practices	1 2 3 4
4	Unfocused roles and responsibilities across a carrier plan	1 2 3 4

5	Limited information about employees	1 2 3 4
6	Lack of effective company vision and failure to address future needs	1 2 3 4
7	Inactive periodical succession plan	1 2 3 4

Part Four: Positive Factors Influencing Human Resources Succession Planning

17. What do you think are the factors which enable implementation of Succession Planning in your organization?

- i. -----
- ii. -----
- iii. -----
- iv. -----
- v. -----
- vi. -----
- vii. -----

18. Rank how the availability of the following has a positive influence on the organization human resource succession planning. **(circle the most correct one)**

1= Very strong influence 2=Strong Influence 3=Weak influence 4=No influence at

All

S/N	Items	Ranking
1	Sufficient talent pipeline in the organization	1 2 3 4
2	Ability to motivate and retain key employees	1 2 3 4

3	Effective business practices in the organization	1	2	3	4
4	Focusing on roles and responsibilities across a carrier plan	1	2	3	4
5	Plenty of information about employees	1	2	3	4
6	Availability of effective company vision and addressing future needs of the organization	1	2	3	4
7	Active periodical succession plan	1	2	3	4

Part Five: Strategies for Enhancing the Application of Human Resource Succession Planning.

19. Does your organization have any strategy (ies) in enhancing the application of human resource succession planning? (**circle the relevant answer**).

- a. Yes
- b. No
- c. I don't know

20. If **YES**, what are those strategies used to enhance application of human resource succession planning.

- i. -----
- ii. -----
- iii. -----
- iv. -----
- v. -----
- vi. -----

21. Rank how the availability of the following has a can strategize the human resource succession planning in your organization. **(circle the most correct one)**

1= Very strong influence 2=Strong Influence 3=Weak influence 4=No influence at

All

S/N	Items	Ranking
1	Attracting and recruiting the potential employees	1 2 3 4
2	Rewarding and recognizing hard working employees	1 2 3 4
3	Effective leadership and management development	1 2 3 4
4	Staff engagement	1 2 3 4
5	Effective management and performance	1 2 3 4
6	Organizational learning and development	1 2 3 4
7	Setting enough budget for human resource development	1 2 3 4

22. Rank the following as suggested to be among the determinants of effective Succession Planning in your organization.

1= Very strong influence 2=Strong Influence 3=Weak influence 4=No influence at All

S/N	Determinants of SP	Ranking
1	Human resource policies	1 2 3 4
2	Committed management	1 2 3 4
3	Culture of the organization	1 2 3 4
4	Readiness of the organization	1 2 3 4
5	Competence of the organization management	1 2 3 4

23. What do you think are the indicators of the effective Succession Planning?

- i.
- ii.
- iii.
- iv.
- v.

24. What you think is the most correct answer from this statement. "Effective Succession Planning contributes to organization performance". (**circle the relevant answer**)

- a) I Strongly agree
- b) I agree
- c) I disagree
- d) I strongly disagree

25. Propose on what you think to be the indicators of the organization performance

- i.
- ii.
- iii.
- iv.
- v.

I am available for further information on email at memelathule@elec.durban.gov.za and tdmemela@gmail.com.

Appendix 2

Ethical Clearance



18 October 2016

Mr Thulebona David Memela (214580290)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Memela,

Protocol reference number: HSS/1699/016M

Project title: Exploring what are the viability of Succession Planning as an effective strategy to build an Internal Talent Pool: eThekweni Electricity Unit case study

Full Approval – Expedited Application

In response to your application received on 07 October 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

.....
Dr Shamila Naidoo (Deputy Chair)

Appendix 3

Consent Letter

Informed Consent Letter 3C

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

Dear Respondent,

MBA Research Project

Researcher: Thulebona David Memala (Cell - +27 73 361 2136)

Supervisor: Professor Ana Martins (Office - +27 31 260 7172)

Research Office: Ms. P Ximba 031-2603587

I, **Thulebona David Memela** an MBA student, at the Graduate School of Business and Leadership, of the University of Kwa-Zulu Natal. You are invited to participate in a research project entitled ***EXPLORING THE VIABILITY OF SUCCESSION PLANNING AS AN EFFECTIVE STRATEGY TO BUILD AN INTERNAL TALENT POOL: ETHEKWINI ELECTRICITY UNIT CASE STUDY***. The aim of the study is to explore the viability of succession planning as an effective strategy to build an internal talent pool within the eThekweni Municipality Electricity Unit.

Through your participation I hope to understand (1) why are employees, especially the ones occupying scarce skills positions, leaving the eThekweni Electricity Unit? (2)

Is succession planning as an effective strategy to build an internal talent pool within the eThekweni Municipality Electricity Unit? (3) What other strategies can the eThekweni Electricity Unit use to retain existing talent? The results of the focus group are intended to contribute to answer these fore-mentioned questions.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey/focus group. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above. The survey should take you about **5 – 10 minutes** to complete. I hope you will take the time to complete this survey.

Sincerely

Thulebona David Memela

Investigator's

Signature _____ Date _____

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

MBA Research Project
Researcher: Name (Telephone number)
Supervisor: Name (Office Telephone number)
Research Office: Ms P Ximba 031-2603587

CONSENT

I.....(full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT

DATE

.....

This page is to be retained by researcher

20 September 2016

University of KwaZulu Natal
College of Law & Management
Graduate School of Business & Leadership
Westville Campus

Permission to conduct Research

Dear Sir/Madam

On behalf of eThekweni Electricity, I am writing to formally indicate our awareness of the research proposed by **Thulebona David Memela (214580290)**, a student at you're the School of Business and Leadership, MBA. We are aware that Thulebona David Memela intends to conduct his research by administering a written survey to our employees.

As Senior Manager of eThekweni Electricity, I grant **Thulebona David Memela (214580290)** permission to conduct his research at our organization.

If you have any questions or concerns, please feel free to contact my office at (031) 311-9075.

Sincerely,



Senior Manager
eThekweni Electricity

Appendix 5

Turnitin report

final doc 20181203

ORIGINALITY REPORT

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SIMILARITY INDEX

3%

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